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**Appendix A: Fort Trumbull Municipal  
Development Plan, Section 3.5,  
Environmental Conditions**

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## 1. Public and Stakeholder Participation Plan

This Public and Stakeholder Participation Plan has been developed to support public understanding of and participation in the development of a master plan for the Regional Intermodal Transportation Center currently located in downtown New London, CT.

The public and stakeholder participation process will take into account concerns of operators and managers of the transportation system, governmental, advocacy and interest groups and the general public. The consultant will create a process to both give out information and receive information from stakeholders throughout the development of the master plan.

The Public and Stakeholder Participation Plan has been developed with these underlying principles:

- Access to information: A record of all public meetings will be kept. Technical documents will be available on a special section of the SCCOG website, [www.seccog.org](http://www.seccog.org).
- Clarity: Information will be presented in terms understandable to the public.
- Responsiveness: All questions by the public will be answered in a timely manner.
- Multi-level communication: A variety of methods will be used to reach out to and hear from the public. Newsletters, community meetings, website and stories in the media will be employed. One-on-one meetings with key stakeholders will be held.
- Timeliness: The public will receive adequate notice of meetings, and meetings will be scheduled at a time and place that is convenient and comfortable.
- Coordination: Good communication among all concerned stakeholders will be critical to the success of the process.

Key elements of the outreach effort will include:

### Public/Stakeholder Participation Plan

A Public and Stakeholder Participation Plan will be developed in collaboration with SCCOG at the initiation of the study. This plan will include a list of outreach activities and a proposed schedule.

#### *Stakeholder Steering Committee*

A Stakeholder Steering Committee will be developed for this study. A letter of invitation to participate as advisors will be sent by SCCOG to elected officials and staff of the City of New London, local, state and federal elected leaders, transportation providers (ferry, local and regional bus, train, parking lot/garage operators) economic development, neighborhood and downtown interests. A complete list of invitees is attached. This group will serve in an advisory capacity, providing guidance on issues and strategies as well as feedback on all major findings and documents produced. The Committee will meet five times (July, October, February, May and August) with the following tentatively proposed agendas:

- **Meeting 1:** Meet Consultant team, discuss study goals and objectives and review committee

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representation.

- **Meeting 2:** Review goals statement, review profile of existing transportation services and facilities based on surveys and the screening evaluation of candidate sites;
- **Meeting 3:** Review analysis of service and operational needs, screening of Intermodal Center candidate improvements, market analysis of development/potential and preliminary Transit Oriented Development (TOD) opportunities
- **Meeting 4:** Review analysis of costs, economic and environmental impacts of improvement alternatives, review TOD opportunities
- **Meeting 5:** Final Master Plan presentation

A summary report of all Stakeholder Steering Committee meetings and Power Point Presentations will be posted on the study website for public review.

### *Stakeholder Meetings*

The consultant will meet one on one with various public agencies and private transportation operators concerned with the viability of a thriving intermodal facility in downtown New London. These meetings will allow participants to have a candid discussion with the Consultant team where they can share opinions or information they would be unwilling to divulge in a more public forum. Stakeholders interviewed might include:

- Federal (Federal Railroad Administration and Homeland Security, Federal Transit Administration)
- State (CT Departments of Transportation, Environmental Protection and Economic Development)
- Local/Regional (City of New London, New London Main Street, New London Development Corporation, , New London Landmarks, Mystic Coast and Country, Eastern Connecticut Tourism District, Chamber of Commerce of Eastern Connecticut, Neighborhood Alliance of New London, Union Station and parking lot property owners)
- Transportation Operators (SEAT, Greyhound, Amtrak, Cross Sound Ferry, Fishers Island Ferry, New London Parking Commission, Port of New London/Connecticut Cruise Ship Task Force)

The Consultant expects up to ten stakeholder interviews will be held.

### *Public Meetings*

Two public meeting will be held to inform the New London region about the study and to offer an opportunity for dialogue and discussion. The first meeting will be held during the first half of the study (mid-November). The agenda for this meeting will include an overview (purpose, process and product) of the study, review of existing conditions and operations at the current site, review of an alternative site in the Ft. Trumbull peninsula and discussion of selection of a preferred site. This meeting will be facilitated to allow an open discussion by the public.

A second public meeting will be held near the conclusion of the study (May-June) when a draft report is available. The agenda for this meeting will be to review the findings and recommendations of the study and

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to obtain input and feedback on possible solutions from the local general public. This meeting will blend an open house format with a formal presentation followed by discussion by the public.

The Consultant team will take a lead role in the development and implementation of the public meetings. In collaboration with SCCOG and the City of New London, the Consultant will:

- Select a meeting location and coordinate all room logistics.
- Develop a meeting agenda.
- Provide all meeting materials in sufficient quantities for distribution to the public. This includes agendas, fact sheets and other relevant materials.
- Deliver a formal PowerPoint presentation or alternative presentation format.
- Facilitate meeting, creating a climate to draw out public comment and opinion.
- Document meeting by providing written summary for distribution and website posting.
- Create and implement communication plan to publicize meeting. Items that will be included are press notification, e-mail blast, placement of notice in existing newsletters, communication networks.

Approximately one month before the public meeting is scheduled, a planning checklist detailing tasks and schedule required for meeting coordination will be developed and reviewed with SCCOG.

#### *Study Summary Fact Sheets*

Two study summary fact sheets will be published to coincide with public meetings. The initial fact sheet will describe the purpose of the study and findings. The second fact sheet will report on key findings and major recommendations of the study.

Fact sheet #1 will be printed on one 8 ½ x 11 inch paper, double sided and in color. Fact sheet #2 will be printed at least the same size and color as fact sheet #1 but may be expanded to an 11 ½ x 17 inch size if the graphics produced by the study do not present well in the smaller size.

A total of 200 hard copies of the fact sheets will be produced in hard copy. Distribution will be done primarily electronically, either by the internet or by email.

#### *Website*

A free standing website is not recommended for this study given its scope and duration. Yet an increasing percentage of the public receives information from on-line sources. The public has come to expect access to information over the internet. In addition, members of the public who have an interest in civic affairs may not have the time or inclination to attend public meetings.

The consultant team will work with the webmaster for SCCOG's existing website, [www.seccog.org](http://www.seccog.org) to establish a webpage with additional sub-pages devoted to news and information about the RITC study. The Consultant will request prominent placement within the existing SCCOG website so that the RITC study is visible on the home page when website visitors enter the site. The website will include an overview of the

plan, project documents and updates, meeting notices and reports and an email address for submitting comments. The public will be able to contact the consultant team through the website, ask questions and submit opinions or provide information.

In addition, the Consultant will request the City of New London establish a link to the study on the City's own website

### *Publicity in Local Media*

Press releases will be written and distributed to the media when the project is kicked off and at the study's end.

## **Steering Committee Members and Invitees**

<b>Name</b>	<b>Organization</b>
Martin Berliner	SCCOG, City of New London City Manager
Kip Bochain	Parking Commission Chairman
Ella Bowman	SEAT General Manager
John Brooks	New London Development Corporation
Karen Bryant	City Center District
Michael Carey	Suisman, Shapiro, Wool, Brennan, and Gray
Kevin Cavanagh	City of New London
Joseph Celli	Water Street Garage
Sandra Chalk	New London Landmarks, Executive Director
Jenny Contois	Congressman Joe Courtney, District Director
William Cornish	Cornish Parking
Charles Curtin	Curtin Transportation
Chris DuPont	Fishers Island Ferry (invited)
Dick Guggenheim	SCCOG
Charlotte Hennigan	Thames River Greenery (invited)
Rep. Ernest Hewett	State Representative
Bruce Hyde	City of New London, Director of Planning and Development (early in study)
Rev. Wade Hyslop, Jr.	City of New London
Joseph Jaskiewicz	Mayor, Town of Montville, SCCOG Chairman (beginning of study)
Chris Jennings	Mystic Coast and Country (early in study)
Michael Joplin	New London Development Corporation, President
Dan Karp	Daniels Dairy Downtown
John Markowicz	seCTer, Executive Director
Jim Martin	SEAT Chairman (at time of study)
Molly McKay	(invited)
Frank McLaughlin	New London Main Street, President
Stan Mickus	Cross Sound Ferry
Rep. Edward Moukawsher	State Representative
Jeffrey Nelson	Governor's Eastern Office
Todd O'Donnell	Union Station
Penny Parsekian	New London Main Street, Chief Executive Officer
Kevin Regan	Amtrak
Frederick Riese	Connecticut DEP

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Rep. Betsy	Ritter	State Rep. 38th District
William	Satti	Mashantucket Pequot Tribe (invited)
Tony	Sheridan	Chamber of Commerce of Eastern Connecticut, President
Peter	Simmons	CT Department of Economic and Community Development
Donna	Simpson	Eastern CT Tourism District, Executive Director
Harry	Smith	City of New London, City Planner
Joe	Smith	Mohegan Tribe (invited)
Dan	Steward	SCCOG, First Selectman, Town of Waterford
Sen. Andrea	Stillman	State Sen. 20th District
Tom	Stone	Greyhound

The following staff members from ConnDOT, the grantor for this study, also participated in the Stakeholder Steering Committee meetings:

Albert	Martin	ConnDOT, Deputy Commissioner
Andrew	Davis	ConnDOT, Project Manager
Eugene	Colonese	ConnDOT
Grayson	Wright	ConnDOT
Craig	Bordiere	ConnDOT
Jon	Foster	ConnDOT



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## 2. Public Meetings



Southeastern Connecticut Council of Governments

## Regional Intermodal Transportation Center Master Plan and Efficiency Study

Public Meeting

November 13, 2008



## Agenda

- Introduction of the Study Sponsors and Team
- Study Purpose and Tasks
- The Existing Transportation Center
- Evaluation of the Existing Site vs. an Alternative Site
- Passenger and Parking Survey Findings
- Economic Development and the Transportation Center
- Public/Stakeholder Involvement
- Open Discussion

## Study Sponsors and Team

### ► Southeastern Connecticut Council of Governments

- James Butler, Executive Director and Project Manager

### ► Connecticut Department of Transportation

### ► Consultant Team

- TranSystems
  - Larry Englisher, Consultant Project Manager
- Fitzgerald & Halliday
  - Jill Barrett, Stakeholder Involvement Coordinator
- URS Corporation
- Crosby Schlessinger and Smallridge
- Basil Baumann Prost and Cole

## Study Purpose

### ► Develop a seamless transportation hub for the region that will support revitalization of downtown New London

### ► Create a Master Plan for the Transportation Center

- Review suitability of location
- Identify operational issues and solutions
- Estimate costs of improvements
- Identify development opportunities
- Identify synergies and partnerships

## What an Enhanced Transportation Center Would Offer to New London and to the Region

- Easy access to intra- and inter- regional transportation
- Convenient transfers between modes
- Easy access to supporting services, facilities and parking
- Enhanced development and economic activity near the center and in the region
- Support for the region's tourist industry



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Public Meeting November 13, 2008

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## How the Study Will Progress

- Screening Evaluation of Sites - Completed
- Evaluation of Transportation Needs - Underway
- Evaluation of Infrastructure Conditions and Opportunities - Underway
- Development of Improvement Options - Winter
- Transit Oriented Development Opportunities - Winter
- Evaluation of Options and Recommendations- Spring
- Public Involvement – Ongoing
  - Next Public Meeting Next Spring

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## The Existing Transportation Center

- Union Station anchors the existing center
- Unique confluence of rail, bus and ferry
- Connections need improvement
- Well-functioning intermodal center is considered vital to future development



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## Existing Downtown Site



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## Existing Transportation Services

- **Amtrak Intercity Rail**
  - 1 Acela, 9 Regional trains each direction on weekdays
- **Shore Line East Commuter Rail**
  - 1 weekday round trip
- **Greyhound Intercity Bus**
  - 9-11 in each direction on Sundays
- **Cross Sound Ferry to Long Island**
  - 14 auto + 6 high speed passenger round trips on peak weekends
- **Block Island Ferry**
  - 4 roundtrips on peak season weekend days
- **Fishers Island Ferry**
  - 11 auto roundtrips on peak season Fridays



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## Local Access to Existing Transportation Services

- **SEAT Bus (7 routes pulse)**
- **Casino Coaches (meet passenger ferries)**
- **Taxi**
- **Private Automobile Parking**
- **Pick up / Drop off**
- **Bicycle**
- **Pedestrian**
- **Tourist Shuttle (proposed)**



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## Parking Facilities at the Existing Transportation Center

■ Water Street Garage (City)	975 spaces
■ Eugene O'Neill Surface Lots (City)	255 spaces
■ Governor Winthrop Garage (Private)	400 spaces
■ Julian Surface Lot (Private)	186 spaces
■ Cross Sound Ferry (Private)	130 spaces



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## Evaluation of Existing Site vs. Alternative Site



### ■ Existing Downtown Site

### ■ Fort Trumbull Site

- Important redevelopment site
- Considered as possible site for cruise ships to dock

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How Sites Were Evaluated		○ Minor Issues/High rating ◐ Moderate Issues/Medium rating ● Major Issues/Low rating	
	Existing Site	Fort Trumbull	
Capacity for Operations	○	◐	
Vehicular Access	○	●	
Parking Capacity	○	◐	
Traffic Impacts	○	○	
Pedestrian Access	○	◐	
Capital Cost	○	●	
Environmental (Contamination)	◐	◐	
Environmental (Natural)	○	○	
Environmental (Cultural)	◐	●	
Compatibility with Other Land Uses	○	◐	
Economic Development Opportunity	○	◐	
Public Support	○	●	
Consolidated RITC	○	●	

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Comparison of the Two Candidate Sites	
<p>➤ <b>Existing Downtown Site with Improvements</b></p> <ul style="list-style-type: none"> <li>● Central location with good access</li> <li>● Infrastructure already exists; costs would be lower</li> <li>● Uniquely consolidates ground and maritime modes in one location</li> <li>● Cruise ships would remain at State Pier</li> </ul>	
<p>➤ <b>Fort Trumbull Site</b></p> <ul style="list-style-type: none"> <li>● Can accommodate rail, intercity bus, SEAT and parking</li> <li>● Less desirable location for rail, intercity bus and SEAT</li> <li>● Cruise ships and ferries not feasible</li> <li>● Fractured Transportation Center without any maritime modes</li> <li>● Higher cost</li> <li>● Negative impacts on economic development and tax revenue</li> </ul>	
<p>➤ <b>Strong Recommendation: Improve and Maintain the Transportation Center at the Existing Downtown Site</b></p>	

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## Passenger and Parking Surveys



- **Conducted August 2008**
- **Almost 500 rail, bus and ferry passengers**
- **Almost 200 parking users**

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## Key Findings of Passenger Surveys

- **Most rated the transportation facilities as good**
  - Both overall and individual attributes
  - Greyhound passengers rated amenities at the terminal below average
  - Rail users most interested in food service, clean restrooms
  - SEAT passengers more concerned about improving bus operations and routes than facilities
- **Most passengers do not transfer between public transportation services**
  - Most frequent transfers took place between the ferries and the rail service
- **Most passengers do not visit downtown**
  - Most likely - Greyhound passengers
  - Least likely - LI Ferry and Sea Jet passengers, even with additional services

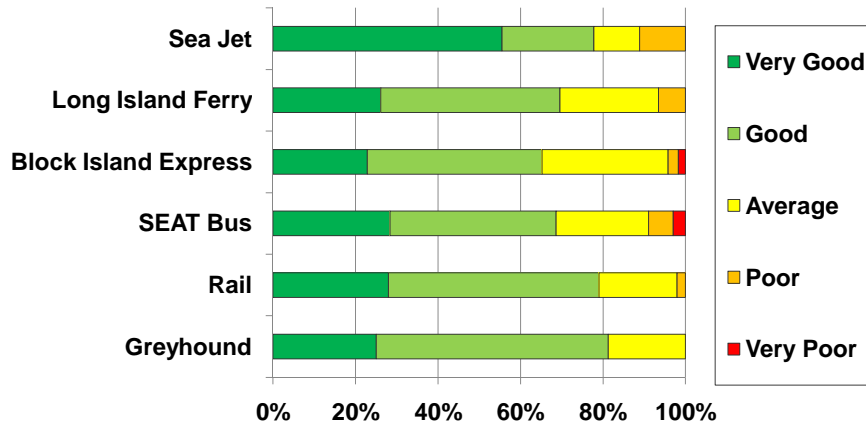
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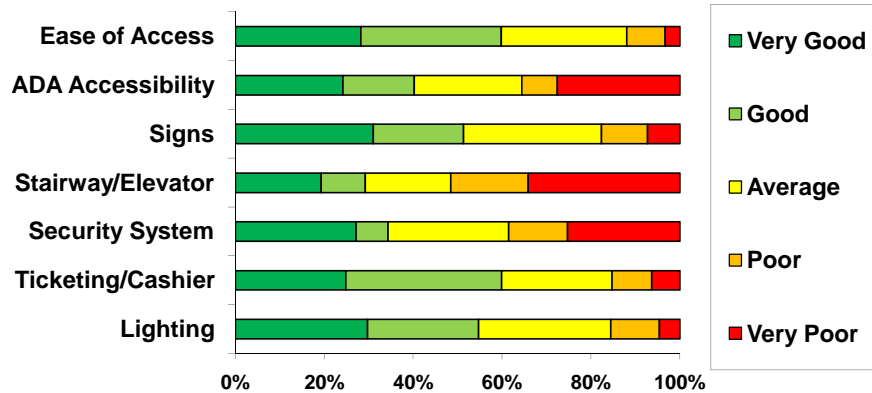
## How Passengers Rated the Existing Transportation Center



## Particular Concerns of Passengers (Rated Poor/Very Poor)

- **Amenities (food services, restroom, newsstand)**
  - at the Greyhound bus terminal, rail station, SEAT bus stop and Block Island ferry terminal
- **Comfort (seating, climate control)**
  - at the Greyhound bus terminal, SEAT bus stop, Block Island ferry terminal
- **Nearby places of interest**
  - for Block Island ferry passengers
- **Schedule information**
  - for Greyhound and SEAT riders

## How Parkers Rated Amenities in Garages/Surface Lots



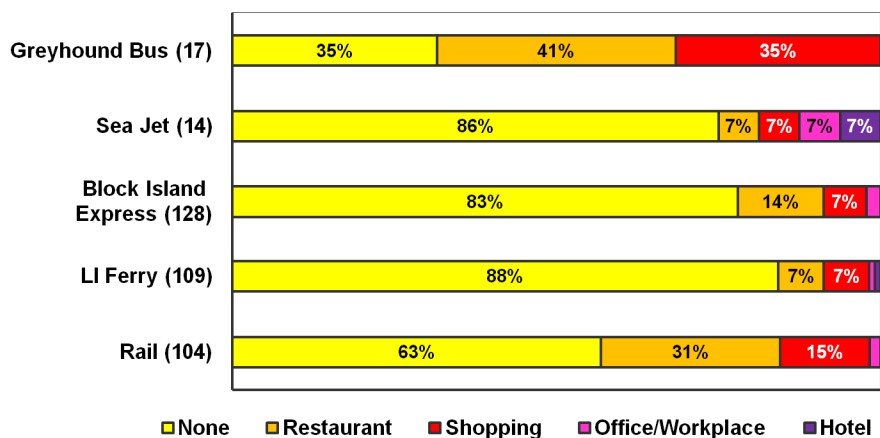
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## Downtown Businesses Passengers Visited



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## What Would Increase Passenger Visits to Downtown?

	% of responses
<b>Cultural/Entertainment Center</b>	<b>35%</b>
<b>Expanded Retail/Shopping</b>	<b>31%</b>
<b>More Restaurants, Fine Dining</b>	<b>26%</b>
<b>Other suggested factors</b>	<b>3%</b>
<b>Hotel/Casino</b>	<b>2%</b>
<b>Improved Parking</b>	<b>2%</b>

Based on Ferry, Rail and Intercity Bus passengers

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## The Transportation Center and Economic Development

- **Passengers using transportation facilities represent large, untapped market for downtown New London and the region**
- **Combination of transportation assets enables access to federal dollars for “Transit-Oriented Development” or TOD**
- **Study includes a market analysis of TOD potential**
  - Strategies to improve the image of downtown New London
  - Identification of niche retail, entertainment, arts/cultural and residential opportunities for downtown
- **Master Plan will identify TOD opportunities and concepts**

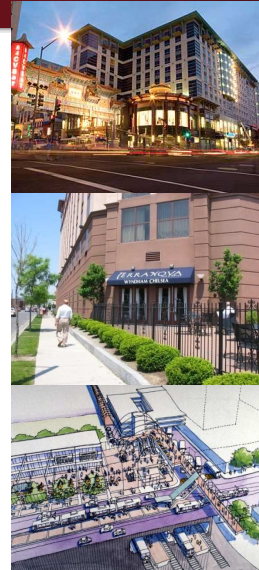
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## What is Transit-Oriented Development (TOD)?

- Uses the multimodal transportation center as a catalyst for downtown development
- Creates public/private partnership opportunities
- Optimizes use of Federal funding to attract private sector investment
- Encourages concentrated mix of land uses that fosters transit use and facilitates community revitalization



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## Why New London is Ripe for TOD

- Downtown is already the region's hub for transportation services (rail, bus, ferry, auto, cruise ships)
- Offers waterfront access, historic buildings, arts and culture
- Has a walk-able scale
- Recent and planned projects (e.g., Parade) and organizations are contributing to a downtown renaissance
- Growing downtown residential population
- Presents opportunities to develop demand



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## Example of Successful TOD - Silver Spring, MD

### Key Elements that Led to Success

- County was champion for TOD
- Inclusive and ongoing public involvement
- Public-private partnership
- Streamlined regulations
- Incentives
- Pedestrian enhancements
- Theater was a catalyst

### Results

- Renaissance for an underutilized downtown that had a poor image
- New restaurants, shops, offices, public places, cinemas
- Community buy-in and support



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## Examples of Planned TOD – Downtown Intermodal Center, Normal, IL

- Serves intercity rail; local and intercity buses
- Parking garage serving downtown and transit
- Center includes public and private office; retail; day care center; public radio station
- Catalyst for revitalization of downtown, large adjacent underutilized parcels
- Pedestrian friendly streets, streetscape, new roundabout and landscaping create a new "Gateway into Downtown"
- Construction begins 2009



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## Example of Planned TOD - Bridgeport, Connecticut

- Planned TOD within walking distance of Amtrak/commuter rail station
- Innovative strategies:
  - Historic building tax credits
  - Federal transit funding
  - New zoning allowed shared parking
- National model for mixed income, mixed use development



## Public/Stakeholder Involvement

To inform and engage the community through:

- Two public meetings
- Meetings with key stakeholders & property owners
- Steering Committee
- Newsletters/fact sheets
- Website: [www.seccog.org](http://www.seccog.org)

## What Stakeholders Have Said So Far

- The Transportation Center is vital to the region's economy
- It should serve as gateway to New London and the region
- It should encourage visitors to visit area businesses
- Union Station is a key asset for New London and the region
- All other modes cite the importance of access to Union Station
- Increased commuter rail service should be taken into account
- Pedestrian access is a problem, particularly to the ferries
- Parade Project will make some improvement to pedestrian access
- Public-private cooperation is needed
- Everyone seeks a coordinated plan to move forward with

## Open Discussion

- What are the most important transportation issues that need to be addressed at the Transportation Center?
- How can an improved Transportation Center provide the most benefit to the region's businesses, residents and institutions?
- What type of development would work best with an improved Transportation Center?

# Regional Intermodal Transportation Center Master Plan

New London, Connecticut

**NOV. 2008  
FACT SHEET**



*New London serves as the gateway to southeastern Connecticut for people arriving by trains, ferries and buses. The Southeastern Connecticut Council of Governments (SCCOG) initiated a study of the transportation facilities in downtown New London in the summer of 2008, with a goal of planning a more seamless transportation hub for the region. Funded with a \$750,000 grant from the Connecticut Department of Transportation, the **Regional Intermodal Transportation Center Master Plan and Efficiency Study** is examining transportation services currently serving the city and region and developing concepts for an enhanced Center with associated economic development.*

## Who is conducting the study?

The study is being managed by SCCOG staff with assistance from a consultant team headed by TranSystems. Other firms included on the consultant team are: Basile Baumann Prost and Cole & Associates, Inc., Crosby/Schlessinger/Smallridge LLC, Fitzgerald & Halliday, Inc. and URS Corporation.

The consultant is working closely with a Steering Committee that includes representation from the transportation providers, businesses, and economic development groups, the City of New London, the Connecticut Department of Transportation and other stakeholders.

## Why is the study being conducted?

Downtown New London offers a unique hub of transportation services – intercity and commuter rail, intercity and local/regional bus and automobile and passenger ferry. It is the transportation center for the entire southeastern region funneling many business and recreational visitors into the area and linking New England and Long Island and Connecticut with Massachusetts, Rhode Island, New York and beyond. Union Station anchors the current Regional Intermodal Transportation Center, yet it is privately owned. Its owners are exploring alternative uses for Union Station. While the various transportation modes are currently adjacent to each other, the ease of making transfers between modes could be improved.

On a sunny summer weekend, New London is a busy place. Ferries shuttle thousands of passengers between New London and the various islands. Passengers arrive and leave by Amtrak trains, Shore Line East, Greyhound buses, Casino sponsored coaches, SEAT buses, taxis, automobiles, bicycles and on foot.

This year, nine

cruise ships visited New London and docked at the nearby State Pier. It is hoped that more will come in the future.

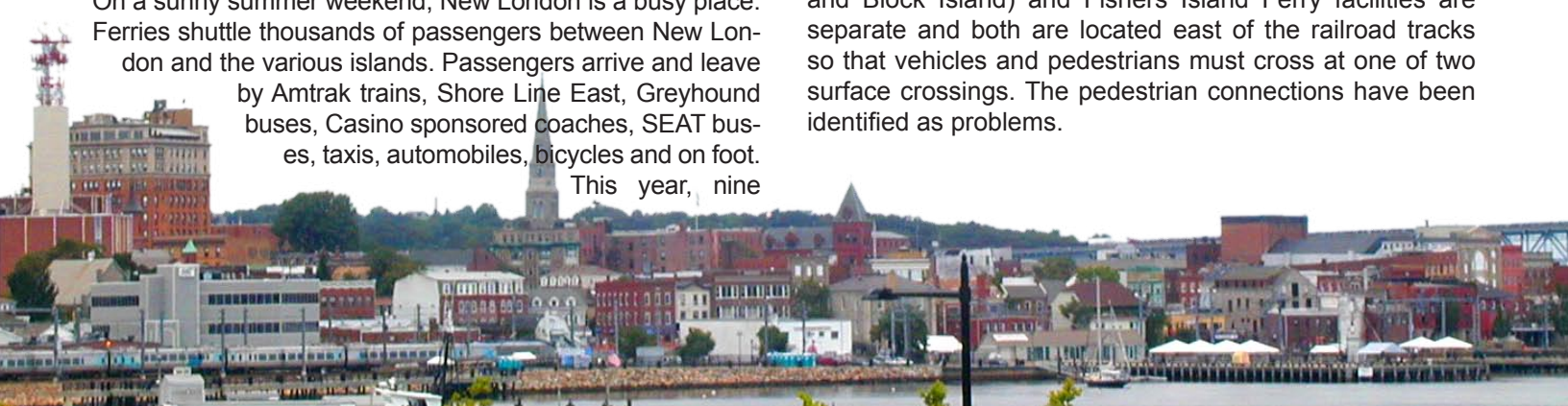
A well-functioning intermodal center is considered vital to future development in New London and the region. The City and area businesses would like to identify strategies to encourage passengers traveling through the city to shop, dine and explore local cultural attractions. It is believed that a revitalized intermodal transportation center could offer unique potential development opportunities.

The result of the study will be a Master Plan for the transportation center which will identify specific transportation facility improvements and development opportunities.

## What will be studied?

The study is focusing on the Union Station area, including the rail, bus and nearby ferry and parking facilities. Currently, Union Station serves Amtrak and Shore Line East train passengers as well as passengers on inter-city and regional/local buses. The Shore Line East service is currently limited but may be expanded in the near future. Currently, the SEAT facilities are limited to one bus shelter and few benches. The Greyhound Bus Terminal is attached but separate from the rail station. There are limited amenities for passengers.

Adjacent to Union Station are active ferry service connections to Fishers Island (NY), Long Island (Orient Point, NY), and Block Island (RI). The Cross Sound Ferry (Long Island and Block Island) and Fishers Island Ferry facilities are separate and both are located east of the railroad tracks so that vehicles and pedestrians must cross at one of two surface crossings. The pedestrian connections have been identified as problems.





Parking needs are also being examined. The City of New London and private entities operate parking facilities downtown totaling around 2,000 spaces that serve travelers using the transportation services. The largest facility is the Water Street Garage located directly across Water Street from the transportation hub. Pedestrian connections to and from the parking facilities have also been identified as problems. The Parade Project, recently begun by the City of New London, adjacent to the Water Street Garage will improve sightlines, pedestrian crossings and introduce traffic calming. The study will examine the needs of each mode and ways to improve intermodal connections. The latter will include physical conditions, information and wayfinding and other factors.

An important part of the study will be an examination of the market for development at and around the transportation center. The study will look specifically at those types of development that can build on the advantages provided by the transportation facilities. Opportunities for joint development of an enhanced transportation center and other economic development will be identified and conceptualized.

### Should the transportation center remain downtown?

In the initial phase of the study the Connecticut Department of Transportation asked SCCOG to evaluate the potential of moving the transportation center to the Fort Trumbull peninsula. This evaluation has concluded that it should remain at its existing downtown location.

The downtown location is better suited as a transportation center because it is a central location with good access and uniquely consolidates the ground and maritime modes in a single location. Infrastructure (station, utilities, etc.) already exists so costs would be lower.

Moving the transportation center to the Fort Trumbull peninsula would result in a less desirable location for rail, intercity bus and SEAT, high costs and cut off the existing connection to ferry services, since the analysis revealed that it was infeasible to locate ferry and cruise ships at the Fort Trumbull site due to a combination of maritime and ground access issues.

## How will a Master Plan for the transportation center be developed?

The consultant will develop a master plan by following these steps:

- Review suitability of location
- Identify current and future operational issues and potential solutions - This may include, for example: pedestrian-friendly spaces and linkages, information and wayfinding signage, ticketing, passenger comfort (restrooms, seating, weather protection, lighting), amenities (food, WiFi, etc.), circulation of vehicles, parking supply and location, operator office needs, etc.
- Estimate costs of improvements
- Identify development opportunities and concepts
- Identify synergies and potential partnerships

## What do travelers say about traveling to and through New London?

During the summer, study consultants talked with 469 people traveling through New London by intercity and regional buses, ferries and rail to find out what they thought about the transportation facilities and the city. Opinions were gathered from another 196 people who used nearby parking garages and lots. On the whole, responses were mostly positive about the transportation facilities, although there were many suggestions for things that need improvement. It was learned that few of these travelers visit downtown while passing through New London. Asked what would make them most likely to visit downtown, they indicated more cultural attractions and entertainment, retail shops and restaurants.

## When will the study be completed?

A draft Master Plan with recommendations will be completed and ready for review by the public in late spring.

<b>Contact Info:</b>	<b>James Butler</b> , Executive Director, SCCOG, Project Manager 860-889-2324 <a href="http://www.seccog.org">www.seccog.org</a>
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<b>SCCOG</b>	Southeastern Connecticut Council of Governments
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# Regional Intermodal Transportation Center Questionnaire/Comments

1. In the last year, what transportation services have you used? (Check all that apply)

- ☐ SEAT bus
- ☐ Greyhound Bus
- ☐ Train (Amtrak/Acela/Shore Line East)
- ☐ Fisher's Island Ferry
- ☐ Block Island Ferry
- ☐ Orient Point Ferry
- ☐ Parking Garage or Lot

2. How would you rate the transportation center using the following scale: 5(very good), 4 (good), 3 (average), 2 (Poor), 1 (Very Poor, n/a (if rating does not apply). If your rating is specific to any one service facility (bus station, ferry, etc.) please indicate in comment section below:

	5	4	3	2	1	n/a
Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Getting to / from the Terminal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Making Connections with the Ferry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfort at the Terminal (seating, climate control)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amenities at the Terminal (food services, restrooms, newsstand)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of finding location of other connections (rail, ferry, bus, taxi, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearly-marked schedules for all transportation (rail, ferry, bus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing Tickets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Security at the Terminal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Safety at the Terminal (and While Making Connections)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nearby Places of Interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: \_\_\_\_\_

3. Of the following, which do you think would be the single most important in making downtown New London more of a "destination" for visitors and/or residents? (Check one)

- ☐ Create a cultural/entertainment center
- ☐ Expand retail shopping
- ☐ Have more restaurants, including fine dining
- ☐ More housing
- ☐ Other \_\_\_\_\_

4. What improvements you would like to see at the transportation center?

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(continue on other side)

Name (optional) \_\_\_\_\_

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Regional Intermodal Transportation Center  
Public Information Meeting – November 13, 2008

**List of Attendees**

Sandra Chalk  
Peg Curtin  
Frank McLaughlin  
Stan Mickus  
Todd O'Donnell  
Harry Smith  
Barbara Hample  
Larry Hample  
Nat Trumbull  
Art Costa  
Krystal Kornegay  
Susan Munger  
Lloyd Beachy  
Christopher Deveau  
Laurie Deredita  
John Alexander  
Penny Parsekian  
Lynda McLaughlin  
Phil Turner  
Kenric Hanson  
Alan Spreccace  
Larry Englisher  
Jim Butler  
Skip Smallridge  
Jim Wensley  
Jill Barrett

**Regional Intermodal Transportation Center Study**  
**Summary of Public Meeting**  
**November 13, 2008 7:00 p.m.**  
**New London Public Library**

Jim Butler, Executive Director of Southeast Connecticut Council of Governments (SCCOG), sponsor of the study, welcomed attendees and introduced the study team.

Larry Englisher, project manager for the consultant team, made a thirty minute presentation that detailed the purpose, funding, study tasks and schedule of the study, why the study recommends keeping the transportation at its present downtown location, key finding of passenger and parking surveys and potential economic development opportunities in the vicinity of the transportation center.

Larry Englisher noted the purpose of the study is to develop a seamless transportation hub for the region that will support revitalization of downtown New London. A Master Plan will be created for the transportation center after reviewing the suitability of a location, identifying operational issues and solutions, estimating the cost of improvements and identifying development opportunities and public/private partnerships.

The transportation center has a unique confluence of modes. Several services (bus, train and ferry) are located next to each other but are not necessarily well connected. Two sites – existing downtown site and the Fort Trumbull peninsula - were evaluated. The comparison of the two sites indicated the downtown location is preferred.

In August nearly 500 passengers participated in a survey to learn their opinions and travel patterns. Most rated most aspects of the transportation facilities in New London for all modes as good. Few passengers transferred between services and the majority do not visit downtown. Many passengers said they would be more likely to visit downtown if retail, restaurants and cultural/entertainment attractions were expanded.

Larry Englisher spoke about New London's potential for transit-oriented development. He said the city's transportation assets, waterfront location and historic character make New London ripe for this type of development.

Jill Barrett of the consultant team said the study team had conducted thirteen one-on-one interviews with stakeholders. Nearly all said the transportation center was very important to downtown New London and the region and they wanted to see a coordinated plan to move forward. The meeting was then opened up for questions and discussion. The following is a summary of public comment.

*I am concerned that civic interests are not involved in this study. Besides people from the region being on a Steering Committee, the City of New London and other local people ought to be participating.*

Jim Butler responded that the Steering Committee has many representatives from New London – the Mayor, city staff, transportation service providers, programs such as New London Main Street, City Center District, and New London Landmarks Association.

Major Kevin Cavanagh said he had been working closely with the consultant team and knows they have met with many local officials and community leaders and have a good understanding of the city and the transportation center.

Comments about the transportation center:

*Metro North needs to establish regular service to New London and even to Rhode Island. A concerted effort should be made to get patrons of the casinos off I-95 and onto trains as is done by the State of New Jersey and New York to service Atlantic City.*

*There needs to be better links between the modes, such as signage, weather protection and separation of passengers from automobile traffic and traffic calming.*

*Schedules should be coordinated better.*

Stan Mickus of Cross Sound Ferry noted the ferry is often held up leaving port to wait for the Amtrak train when it is late.

*Please keep the plan to feasible concepts, things that can be implemented, especially in today's troubled economy.*

*More marketing needs to be done to make people aware of New London's assets.*

*Does the study's scope include a walkway extension to Fort Trumbull? It would be wonderful to connect the downtown to Fort Trumbull, ideally via the rail bridge.*

Jim Butler responded this connection is beyond the study scope but the team will look at it in the context of the overall study.

*Will the study team work with developers?*

No, the study will not be reaching out to specific developers on opportunities in New London. However, the study has real estate professionals on the team who will advise on potential market niches and assets the city could use to attract developers.

*Are zip cars being looked at for the transportation center? Two are coming to Conn College soon and having zip cars available to people who arrive by train but don't need a full day or weekend rental may fill a void.*

*What about bike rentals?*

Todd O'Donnell, owner of Union Station said he has been considering using the storage shed area at the station as a place to park bikes.

*Could ticketing for all services – bus, ferry and train – be consolidated into Union Station?*

*The transportation center should accommodate growing bus use in the future. Right now there are not comfortable facilities for bus passengers.*

*What about establishing a shuttle service to connect people between the modes and the downtown?*

*This may sound far fetched, but people movers may work.*

Comments about development:

*The market will respond to improved transportation. Look at what happens in areas where there is good commuter rail.*

*New London should begin by increasing residential units first, retail will follow. There is a proven housing demand today but it has to be larger to support retail.*

*I'd like to see condos on top of the parking garage.*

*There is already good nightlife/entertainment in New London, especially for young people. We need to build on that.*

*There is also a demand for upscale, larger housing with parking for empty nesters.*

More public comment:

Additional comments were submitted on a comment form at the close of the meeting. About one half (10 of 21) of people attending the meeting used the forms to share opinions.

To the question, what do you think is most important to making downtown New London more of a “destination” for visitors or residents, the responses were: *expand retail shopping (4), more housing (2), more small businesses (1), increase population (1), promotion (1), and seamless shoreline service from Grand Central Terminal in NY to the casinos (1).*

Suggestions to improve the transportation center were:

*Maintain Union Station as the center and use full space in the station to improve amenities for travelers. Use small jitneys to move passengers around various modes of transportation.*

*A safe, convenient, well-lit and attractive overhead pedestrian walkway linking the ferries, train station, parking garage and downtown is the single most important issue facing the future of the development of the multi-modal transportation center. This would provide New London a “gateway” for transportation users into downtown New London.*

*Use space in between Greyhound/Amtrak seating area and put housing/offices above. Keep the transportation center at Union Station by improving and bringing together all modes of transportation facilities and retail.*

*Consolidate ticket counters and offices in Union Station.*

*I have used the train, Fisher's and Block Island Ferries and parking with children and luggage. My biggest concern is about convenience and safety on the ferry operator's properties. Pedestrian access/waiting lines are in the parking lots and vehicle travel lanes.*

*Connections into the city – ease of a trolley bus to move people all over the city.*

*Build a tunnel from Union Station to the ferry.*

*Please make sure that the improvements will be able to EVENTUALLY handle a greatly increased rail and casino connection.*

Southeastern Connecticut Council of Governments

## Regional Intermodal Transportation Center Master Plan and Efficiency Study

Public Meeting

January 14, 2010



## Agenda

- Introduction
- The Existing Transportation Center and Functions
- Economic Development and the Transportation Center
- Long Term Vision Concepts
- Short Term Improvement Alternatives
- Open Discussion

## Introduction

### Study Sponsors and Team

#### ► Southeastern Connecticut Council of Governments

- James Butler, Executive Director & Project Manager

#### ► Connecticut Department of Transportation

#### ► Consultant Team

- TranSystems
  - Larry Englisher, Consultant Project Manager
- Fitzgerald & Halliday, Inc.
  - Jill Barrett, Stakeholder Involvement Coordinator
- URS Corporation
- Crosby Schlessinger and Smallridge
- Basil Baumann Prost and Cole

### Study Purpose

#### ► Develop a seamless regional transportation hub that supports revitalization of downtown New London

#### ► Create a Master Plan for the Transportation Center

- Review suitability of location
- Identify operational issues and solutions
- Estimate costs of improvements
- Identify development opportunities
- Identify synergies and partnerships

New London RITC Master Plan  
Public Meeting January 14, 2010

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## How the Study was Conducted

### ► Technical Tasks

- Screening Evaluation of Sites
  - Downtown vs. Ft. Trumbull
- Transportation Needs
- Infrastructure Conditions and Opportunities
- Transit Oriented Development Opportunities
- Development and Evaluation of Options
- Master Plan

### ► Public Involvement

- Two public meetings
- Six Steering Committee Meetings
- Meetings with key stakeholders & property owners
- Passenger surveys
- Newsletters/fact sheets
- Website: [www.seccog.org](http://www.seccog.org)

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## The Existing Transportation Center

- Union Station anchors the existing center
- Unique confluence of rail, bus and ferry
- Connections need improvement
- Well-functioning intermodal center is considered vital to future development



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## Existing Transportation Services

- |                                    |   |
|------------------------------------|---|
| ➤ Amtrak Intercity Rail            | ➤ SEAT Bus (7 routes pulse)               |
| ➤ Shore Line East Commuter Rail    | ➤ Casino Coaches (meet passenger ferries) |
| ➤ Greyhound Intercity Bus          | ➤ Taxi                                    |
| ➤ Cross Sound Ferry to Long Island | ➤ Private Automobile Parking              |
| ➤ Block Island Express Ferry       | ➤ Pick up / Drop off                      |
| ➤ Fishers Island Ferry             | ➤ Bicycle                                 |
|                                    | ➤ Pedestrian                              |
|                                    | ➤ Tourist Shuttle (proposed)              |



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## Major Needs

### ► Street Space and Bus Stops

- Adequate bus bays, curb space for pickup/drop-off and taxis

### ► Buildings and Facilities

- Bus and Block Island ferry waiting area, retail/food amenities
- Repairs to garage structure and elevators, ADA accessibility
- Encourage full use of Union Station

### ► Parking and Traffic

- Parking for Shore Line East expansion (100 then 200-300) and summer weekend needs
- Minimize Traffic Impacts

### ► Pedestrian Connections between Modes

- Safety, directness, attractiveness, accessibility and physical condition
- At railroad crossings, to and from ferries, key intermodal connections

### ► Information, Orientation and Aesthetics

- Wayfinding signage, static and real time information, appearance/visitor-friendliness

### ► Ability to Phase Improvements

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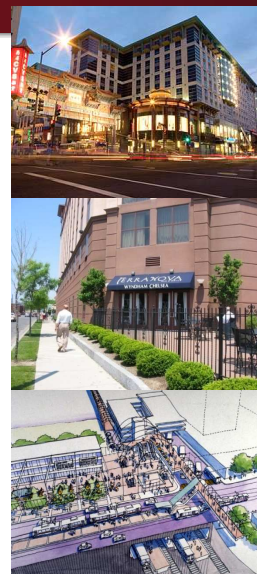
## Transit-Oriented Development (TOD)?

### ► What is TOD?

- Uses the multimodal transportation center as a catalyst for downtown development
- Creates public/private partnership opportunities
- Establishes a walkable, lively, attractive and amenity-rich pedestrian environment within a quarter-to-half mile radius of the transit center
- Encourages concentrated mix of land uses that fosters transit use and facilitates community revitalization

### ► New London is ripe for TOD

- Walkable, waterfront, historic resources, arts, etc.



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## The Transportation Center and Economic Development

- ▶ Transportation users represent large, untapped market
- ▶ Combination of transportation assets enables access to federal dollars
- ▶ Potential for 130,000 - 473,000 sq. ft. of retail, office and residential TOD over 10 years
- ▶ Identified specific TOD opportunities and concepts

## Long Term Economic and Development Impacts of TOD

### ▶ Enhanced TOD opportunities including Union Station

#### ▶ Order of magnitude estimate

- Based on mid level development

#### Fiscal Impacts

Property Tax (City Revenue)	\$1,606,494
Income Tax (State Revenue)	\$1,225,981
Sales Tax (State Revenue)	\$610,126

#### Economic Impacts

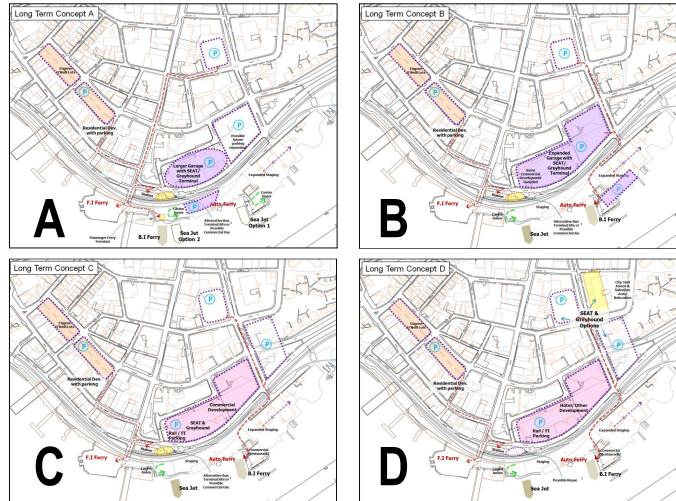
New Residents	317
New Office Employees	209
New Retail Employees	156

Source: Basile Baumann Prost Cole & Associates, 2009

### ▶ Other non-quantified impacts

- Induced transit ridership (intercity and local bus, rail and ferry)
- Transit user benefits
- Ongoing facility operational costs
- Enhanced pedestrian access
- Environmental and air quality impact

## Long Term Concepts (with or without Pedestrian Bridge or Tunnel)



## Evaluation of Long Term Concepts

- Major tradeoffs exist among concepts
- Stakeholders did not develop a clear preference for the long term future
  - ☛ Preferred keeping transportation functions together
  - ☛ Liked ideas that encouraged pedestrians to visit businesses
  - ☛ Water Street Garage will not be replaced for some time
  - ☛ Felt that study should focus on shorter term solutions

## Development of Master Plan for Short Term

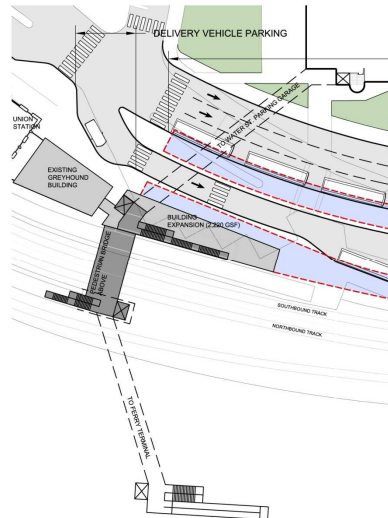
- Developed and evaluated an initial set of alternatives
- Presented to key stakeholders
- Revised in response to stakeholder concerns
- Focused on immediate (1-2 years) and short term (3+ years)
- Focused on keeping all modes close together on the east side of Water Street
- Included pedestrian bridge in short term plan per Connecticut DOT

## Components of Short Term Preferred Alternative

- Pedestrian Bridge and Other Improvements
- Wayfinding Improvements
- Rail Station Improvements
- Combined Bus Terminal
- Pick-up/Drop-off/Taxi Improvements

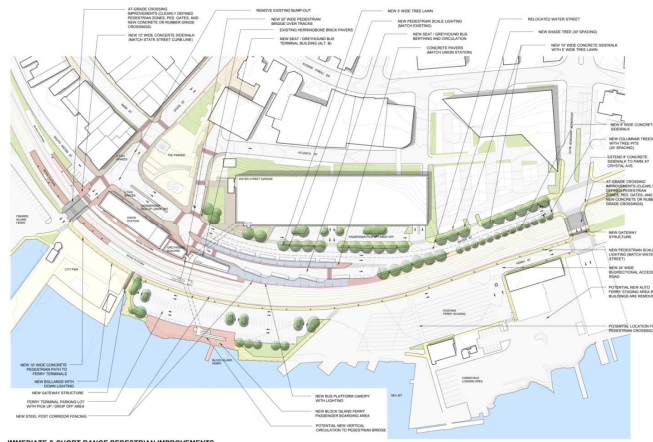
## Pedestrian Bridge

- Minimum segment over tracks
- Located 36 to 55 feet over rail tracks
- Integrated with bus terminal building
- Could extend to Water Street Garage
- Could extend to Cross Sound Ferry (possible passenger terminal)
- Tunnel option was also investigated

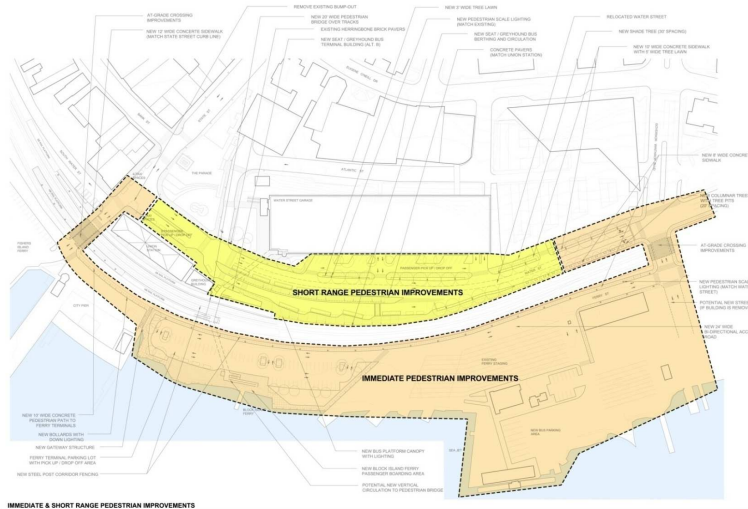


## Pedestrian Improvements

- Pedestrian bridge
- Sidewalks/pathways on both sides of rail ROW
- Use of pavers
- Quad gates/ rubber surfaces at the two RR crossings
- Fencing of ROW
- Landscaping
- Gateway structures
- Pedestrian scale lighting
- Canopies with lighting



## Immediate and Short Range



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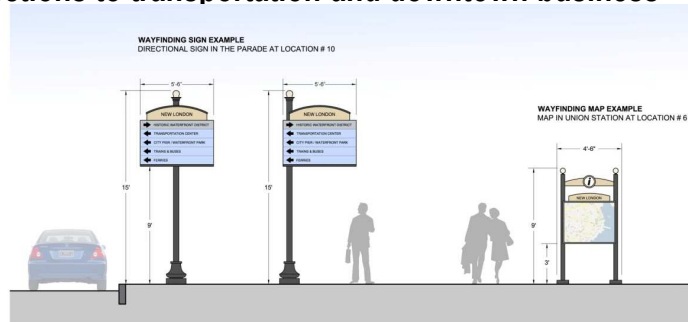
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## Wayfinding Plan

- 17 locations
- Maps and signs
- For pedestrians and vehicles
- Directions to transportation and downtown business



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## Rail Station Improvements

### ■ Amtrak

- No major improvements needed

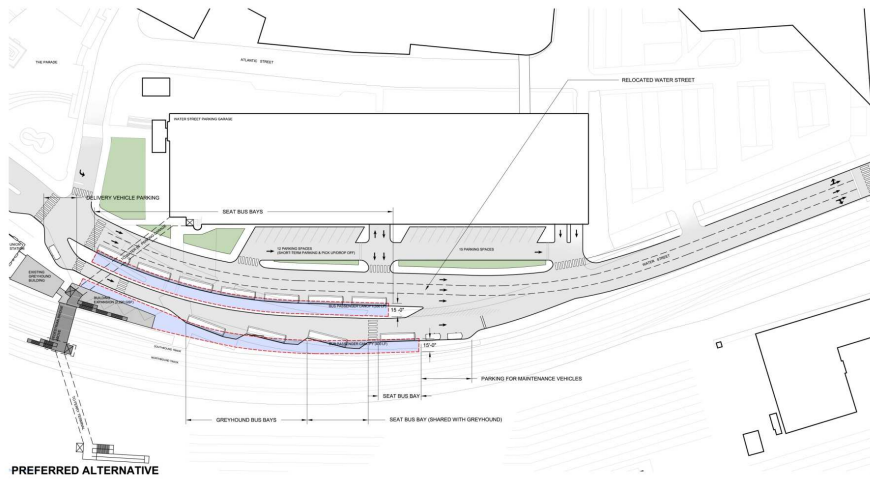
### ■ Shore Line East

- At Amtrak's request, SLE will use Track 6 (freight track)
- ConnDOT will make short term modifications to northbound platform to allow access to Track 6
- ConnDOT may consider a future platform on the water side of Track 6
  - Would impact pedestrian bridge design

## Bus Terminal – Preferred Alternative

- East side of Water Street
- Water Street relocated to provide space
- Expanded capacity for buses
- New bus terminal building near bus stops
- Large enclosed waiting room with view of buses
- Requires use of currently private property

## Preferred Alternative - Bus Terminal Layout



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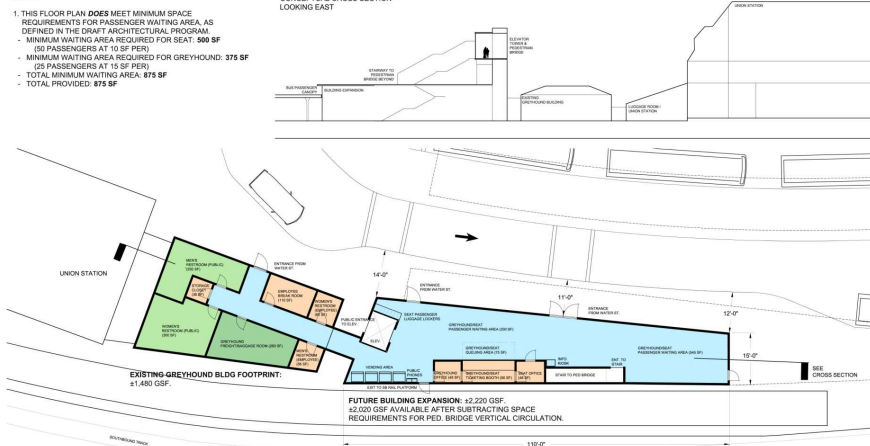
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## Preferred Alternative Bus Terminal Conceptual Floorplan

### NOTES:

1. THIS FLOOR PLAN DOES MEET MINIMUM SPACE REQUIREMENTS FOR PASSENGER WAITING AREA, AS DEFINED IN THE DRAFT ARCHITECTURAL PROGRAM.
  - MINIMUM WAITING AREA REQUIRED FOR SEAT: 500 SF (50 PASSENGERS AT 10 SF PER)
  - MINIMUM WAITING AREA REQUIRED FOR GREYHOUND: 375 SF (25 PASSENGERS AT 15 SF PER)
  - TOTAL MINIMUM WAITING AREA: 875 SF
  - TOTAL PROVIDED: 875 SF

### CONCEPTUAL CROSS SECTION - LOOKING EAST



PREFERRED ALTERNATIVE

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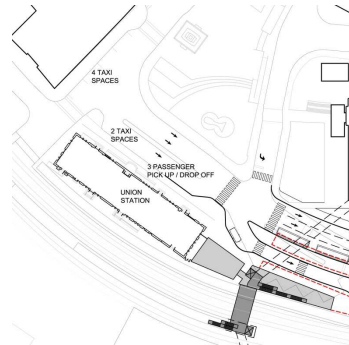
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## Other Modes in the Short Term Plan

### Auto Uses

- Drop-off in front of Union Station
- Pick-up/Short term parking in front of Water Street Garage
- Zipcar in Water Street Garage
- Car rental in Union Station



### Taxis

- Pick-up and drop-off in front of Union Station
- Queue – Include first block of State Street

### Bicycles

- Bike rental
- Bike racks

## Visual Impacts – Current Views from the Parade



## Visual Impacts of Preferred Short Term Alternative – with Bus Terminal/Canopy and the Center Section of Pedestrian Bridge



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## Visual Impacts of Short Term Preferred Alternative – with Bus Terminal/Canopy and the Full Pedestrian Bridge



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## Visual Impacts of Preferred Short Term Alternative – with Bus Terminal/Canopy and the Center Section of Pedestrian Bridge



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## Visual Impacts of Preferred Short Term Alternative – with Bus Terminal/Canopy and the Full Pedestrian Bridge



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## Environmental Considerations

- **Built environment**
  - Need for CT DEP permits
  - Some potential for hazardous materials
- **View shed impacts**
- **State Historic Preservation Officer approval**
  - Section 106 and 4(f)
- **Local building permits and City Council approval**

## Governance Recommendation

- **Major State role**
  - State ownership of train station, bus terminal and pedestrian bridge
  - Negotiate purchase or long term lease (of at least first floor of Union Station and the area required for the bus terminal and pedestrian bridge)
  - Possible State ownership or long term lease of Water Street Garage
- **Existing ownership of ferry terminals**
- **Creation of a new RITC association**
  - Principal membership – Transportation Providers, City and ConnDOT
  - Responsibilities
    - Schedule Coordination and Static Information Sharing
    - Real-Time Information Sharing on Delays and Service Adjustments
    - Joint Marketing/Pre-Trip Customer Information and Joint Ticketing
    - Sharing of Maintenance Responsibilities for Linkages
    - Longer Term Planning

## Cost Estimate: Short Term and Immediate Improvements

**Immediate (including CSF internal)**  
**Short Term with Full Pedestrian Bridge**

**\$5.5 M**

**\$17.2 M**



- Pedestrian/Wayfinding
- Ped. Bridge - Over Tracks
- Ped. Bridge - To Garage
- Ped. Bridge - To Ferry
- Bus Terminal & Canopies
- Water St Reconstruction

**Ongoing Operating Costs Per Year**

**\$0.3-\$0.4 M**

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## Fallback Minimum Construction Alternative

- **Bus Terminal remains on the east side of Water Street**
- **Water Street not relocated**
- **Maintains current bus capacity**
- **Preserves the full current Water Street Garage site for future development**
- **Uses existing buildings with renovation**
- **Requires use of currently private property**
- **Indoor waiting area farther from buses**
- **Short Term \$3M without Pedestrian Bridge (excluding immediate pedestrian improvements)**

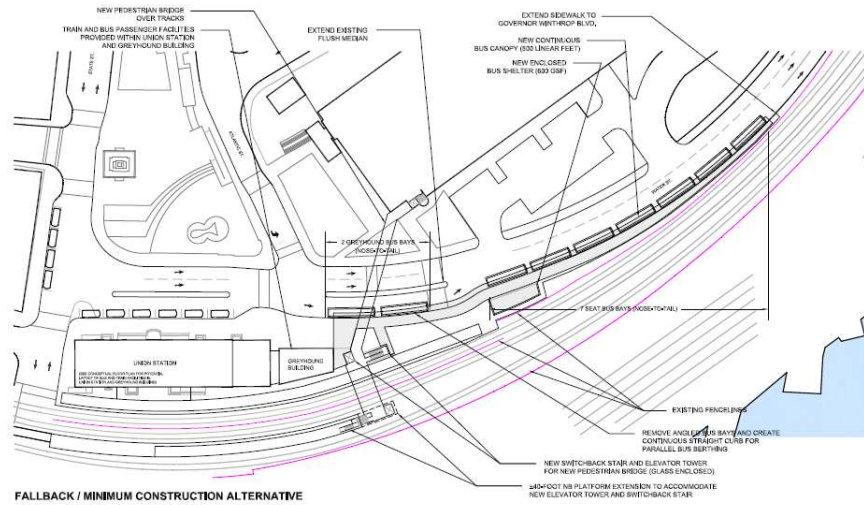
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## Fallback Minimum Construction Alternative



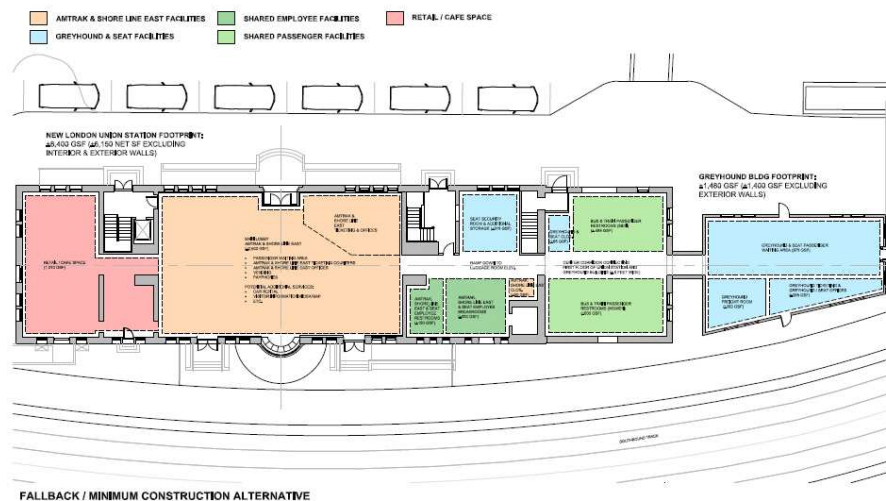
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## Fallback Minimum Construction Alternative Train Station and Bus Terminal Conceptual Floor Plan



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*View of proposed transportation center in downtown New London. Master Plan also has an option of extending the elevated pedestrian footbridge to connect to the ferries and to the Water Street garage.*

## Regional Intermodal Transportation Center Master Plan is Completed

The Southeastern Connecticut Council of Governments (SCCOG) has completed a Regional Intermodal Transportation Center Master Plan to upgrade facilities and make connections in downtown New London's transportation hub more seamless. The project was managed by SCCOG and prepared by a consultant team headed by TranSystems.

New London serves as the gateway to southeastern Connecticut for people arriving by trains, ferries and buses. No other New England city has so many transportation services located in close proximity to each other. Though close connections are a plus for travelers, trying to accommodate the needs of all in a very small space has drawbacks.

The master plan took over a year to develop. Existing facilities and current and future operational needs were evaluated. Various short term concepts and long term visions were explored. Over that time numerous meetings

were held with a Steering Committee that included representatives of transportation providers, businesses, the City of New London, State Department of Transportation and other stakeholders. Two public meetings were also held.

Feedback from the Steering Committee and the public directed the planning team to keep the transportation center where it is currently located and concentrate all services on the east side of Water Street. During the study, the Connecticut Department of Transportation said the expansion of Shore Line East service into New London would require a safe, separated passage over the railroad tracks so both a footbridge and tunnel were evaluated.

The final preferred design for the transportation center locates all facilities on the east side of Water Street and provides additional capacity for bus service to meet additional demand. A new bus terminal for both SEAT and Greyhound passengers and footbridge would be built. Im-

provements for pedestrians, automobile pick-up/drop-off and taxis are also part of this design, which was presented to the Steering Committee in early December 2009. After this meeting, the City of New London and owner of Union Station suggested the study team develop an additional alternative that would better utilize Union Station and be less costly. A scheme that houses more transportation services in Union Station and does not require relocating Water Street was then developed. This alternative does not provide additional bus capacity.

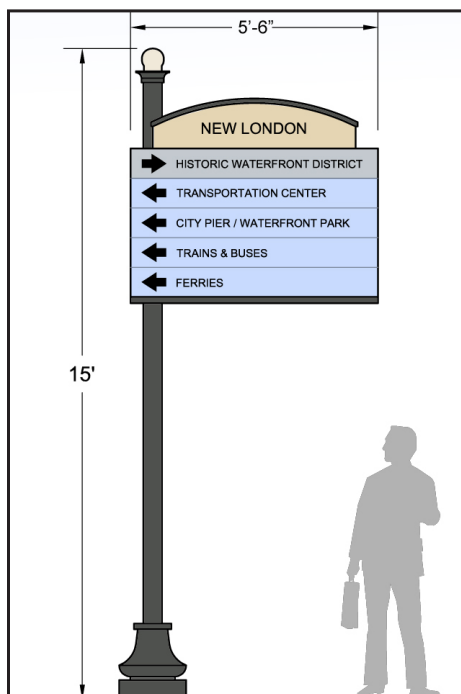
### ***The preferred alternative***

All transportation facilities remain, as is the case today, on the east side of Water Street. A new bus terminal building would be built adjoining the existing brick building used by Greyhound. The terminal would have a large, glass-enclosed waiting room with a view of buses.

Water Street would be relocated in a westward direction to provide space for additional SEAT bus parking. An over the tracks footbridge would connect to the bus terminal and could be extended westward over Water Street to the parking garage and eastward closer to the Block Island ferry. This alternative would require use of currently private property.

### ***A better walking environment***

Some two million travelers pass through New London



each year. Many do not set foot in the city as their only destination is the ferries. But several hundred thousand make connections by walking between parking areas and the ferry, between the twain and ferry or stroll into the downtown area for a bite to eat or shopping.

The study team identified several ways to improve street crossings

and sidewalks for pedestrians as well as signage to improve wayfinding in downtown New London.

Recommended improvements include:

- Sidewalks/pathways on both sides of railroad
- Attractive fencing along tracks
- Use of pavers
- Quad gates/ rubber surfaces at railroad crossings
- Landscaping, trees along Water Street
- Gateway structures
- Pedestrian scale lighting
- Canopies with lighting

### ***Transit-Oriented Development (TOD)***

Besides looking at transportation facilities, the study team reviewed the potential for Transit-Oriented Development in New London. The enhanced transportation center along with the Parade project should serve as a catalyst to increased development. Parcels along the waterfront were initially considered for potential TOD. However, it was concluded that they are better used as part of a fully operating transportation center.

Presently, there are very few large undeveloped sites within walking distance of the transportation center. The most immediate opportunities lie in the vacant storefronts on Bank and State Streets, and small infill parcels. Although these sites could be rehabilitated or developed within the short term, they are too small to achieve a significant portion of the future land use program identified in the study's market analysis.

Most of the major opportunities for TOD around the transportation center are long term – in 20 or 30 years. One example would be the site of the Water Street Garage once it is past its useful life. Should development occur near the transportation center, the master plan envisions it would increase transit ridership, help transform the transportation center area and downtown New London into a vibrant, pedestrian-friendly, district.

### ***Governance***

The Master Plan recommends the State of Connecticut take a major role in the transportation center either through ownership or long term lease of the train station, bus terminal and pedestrian bridge. It also suggests the creation of a new association comprised of transportation providers, the City of New London and the Connecticut Department of Transportation to enhance operations and coordination of services.

For more information contact: Jim Butler, Southeastern Connecticut Council of Governments, 860-889-2324, [jbutler@seccog.org](mailto:jbutler@seccog.org).

**Regional Intermodal Transportation Center Study**  
**Summary of Public Meeting**  
**January 14, 2010, 6:30 p.m.**  
**New London Public Library**

Jim Butler, Executive Director of Southeast Connecticut Council of Governments (SCCOG), sponsor of the study, welcomed attendees and introduced the study team and recognized State Representative Ernie Hewitt who was in the audience. Approximately 35 people were in attendance (see attached sign-up sheet).

Larry Englisher, project manager for the consultant team, made a thirty five minute Power Point presentation that detailed the purpose and findings of the study. He said the intent of the study was to develop a seamless transportation hub for the region that will support revitalization of downtown New London as well as plan for future development opportunities in the vicinity of the transportation center. The city has a unique confluence of modes (bus, train and ferry) that are located next to each other but are not necessarily well connected.

The consultant team created a Master Plan for the transportation after reviewing the suitability of the existing location, identifying operational issues and solutions, conducting passenger surveys and traffic analysis, estimating the cost of improvements, and identifying development opportunities and public/private partnerships. Also reviewed were environmental impacts. Extensive feedback from a Stakeholder Steering Committee occurred throughout the study.

Major recommendations of the study included a pedestrian and wayfinding plan, to make it easier and less confusing for pedestrians as well as vehicles to navigate around the transportation hub. The final Preferred Alternative for the transportation center located all facilities on the east side of Water Street and provided additional capacity for bus service to meet additional demand. A new bus terminal for both SEAT and Greyhound passengers and footbridge would be built. In addition, a Fallback Minimum Construction Alternative was developed, that houses more transportation services in Union Station and does not require relocating Water Street, in the event that no funding becomes available for the Preferred Alternative. However, this alternative does not provide additional bus capacity. Both alternatives require the use of privately held property.

At the conclusion of the presentation, Jim Butler moderated a session where members of the public shared their viewed and posed questions to the study team. The following is a summary of public discussion. Responses to questions are in italics.

Tony Sheridan: I am pleasantly surprised by the study. The consultants have done a good job. It will bring New London back to the days of glory. When you go to the next step, let's continue to have good give and take with the stakeholders as you did throughout the study. Be creative with the design.

*Jim Butler: As a city resident I want to be proud of the transportation center. The new signage and gateway improvements that have just been put up show some of the recommendations of this study are already starting to happen.*

Larry Hample: New London's Parking Commission had no involvement in the study and it should have.

*Jim Butler: We believe we met with representatives early on in the study, as well as with City staff, but he would be glad to meet with the Commission.*

Peg Curtin: On behalf of the taxis, please consider taking out the bump-out at Union Station. Also, why don't you consider diagonal parking for the taxi area in front of the station?

*Larry Englisher: The City expressed concern about removing the bump-out. We don't know if diagonal parking is practical and meets safety considerations but this decision needs to involve the taxi operators and the City.*

*Jim Butler: This is a detail that can be worked out. Tonight we are looking at the larger picture. Recently I tried to make the turn around the bump-out and found that I could.*

John Markowicz: It seems like the cost of additional connections to the garage and the ferry from the footbridge would cost \$7 million and this does not include the cost of acquiring private property and making improvements to accommodate Shore Line East. Who will pay for this? Do you expect a recommendation for STP funds out of this study?

*Jim Butler: There may be a couple of sources of money. There is a \$7 million allocation earmarked through the Surface Transportation Act. Also, there may be federal enhancement funds. I am hopeful there is enough support locally to form an association of the transportation providers. We call it a regional center because the geography is shared but the services operate independently. The group would provide advocacy to advance the project. The CT DOT (Transportation Department) would need to be a participant at the table as well.*

Harry Smith, New London City Planner: I like the idea of a working group. The minimum construction Fallback Alternative and central portion of the footbridge could be funded with the \$7 million but not the pedestrian improvements. Does the glass bus station fit with the historic nature of the train station?

*Sandra Chalk, New London Landmarks: Architects would have to be involved in creating a design that would work. The idea of the glass is to try to keep the views to the river open.*

*Skip Smallridge: The bus terminal does not have to be mostly glass, though glass is needed on the Water Street side so that passengers waiting for a bus can see them as they approach the station. He also said there are two schools of thought when designing a building near an historic structure – make the new building in the style of the old or make the new building compatible with old but with a new design.*

Bud McAllister: As a preservationist I like what you have done.

Kathleen Barrett: There is a lot of pedestrian traffic for the morning and evening boat to Fishers Island. Are there any improvements planned?

*Larry Englisher: There are pedestrian improvements – rubber surfaces, wider sidewalks and quad gates – planned.*

Thank you for bringing up sidewalks. New London should be walkable.

A sidewalk on Water Street is important because people are now walking in the mud on or the road.

Sandra Chalk: I love the recommendations for pedestrian access improvements. I'd love to see them separated out from the short term alternatives [building plans]. I like to immediately concentrate on making the area as attractive as possible.

*Larry Englisher: Implementing pedestrian improvements are a matter of timing. The plan identifies pedestrian improvements that could be done immediately if funding is available - at the two railroad crossings and on the waterfront side of the right-of-way. The other improvements would logically need to wait until Water Street is relocated or they would have to be redone.*

Todd O'Donnell: I think you underestimate the importance of the open space north of the train station. A lot of cars use it for quick pick up or drop off of "Aunt Mabel or "Uncle Bill." Snow removal will be difficult. Your proposal has all the passengers coming to that area. It will be very congested.

*Jim Butler: The consultants expressed concerns about space constraints but this summer there was strong consensus to concentrate the transportation center on the east side of Water Street. However, without cooperation things won't happen.*

Sandra Chalk: The public would enjoy seeing more detail on access to Waterfront Park and Cross Sound Ferry so they could picture what is proposed.

From a bicyclist's perspective, new racks in front of Union Station and bike sharing in the Water Street garage are good. How do you envision cyclists coming here safely as there are no bike lanes in New London?

Larry Hample: How many steps are there in the staircase for the pedestrian bridge – seventy? When's the last time you went up 70 steps?

Barbara Hample: I'm looking out for the taxpayers and have no interest in a pedestrian bridge. I'm concerned about safety and maintenance. It's only benefitting the ferries. We had a pedestrian bridge in the 30's. No one used it and it was torn down. It's not human nature to walk up 65 steps. Using an escalator is scary for some and not practical for people with luggage and strollers. The wait line for the elevator when the ferry arrives will be long. Many people are not happy about the idea of the pedestrian bridge. Who will pay for it?

*Jim Butler: We asked the consultants to have an open mind about the bridge. When DOT decided to expand Shore Line East they determined a bridge was necessary for safety. We hope the State will pay for it.*

Does having a pedestrian bridge make New London eligible for federal funds?

*Andy Davis, CONNDOT: Originally Cross Sound Ferry had proposed a new terminal and footbridge that involved federal funds. For this project CONNDOT [CT Department of Transportation] has a lot of sources of funds that could be used.*

I love New Haven's tunnel at their train station. What did you find when you investigated a tunnel for New London?

*Paul Schmidt, consultant team: There were several factors we considered when comparing the tunnel and pedestrian bridge. There were more negatives with the tunnel including: disruption and maintaining access to rail during construction, cost, security, groundwater issues, higher maintenance and it had no capability for expansion [to the garage or ferry.]*

*Andy Davis: From the CTDOT perspective the tunnel is more costly and a pedestrian bridge has the advantage of being able to see in and out.*

Laura Cordes: How do you access the pedestrian bridge to access Shore Line East from Water Street?

*Larry Englisher: There will be access to the footbridge elevator by a door from the street and from inside the building.*

Is the tower for the pedestrian bridge that connects to the Water Street garage free standing? If the life span of the garage is limited, then the bridge support should not be connected to the garage and need to be re-built if the garage is taken down.

*Jim Butler: We will make a note of this point.*

Sandra Chalk: Quite a bit needs to happen for Shore Line East to be able to expand service to New London.

*Andy Davis, CONNDOT: We are having negotiations about bridge openings, Amtrak wants more switches and platforms need to be built. However, expanding service is not contingent on the new platform being in place.*

The plan for moving Water Street sounds fairly major and pretty disruptive. Would it impact the Julian lot?

*Larry Englisher: There will be no impact on the Julian lot, minimum impact on the Water Street garage and Parade improvements. The relocated road would be built first so that traffic can be maintained on the existing road during construction.*

People come into New London for the train and ferries and then shoot right out again. Who are we doing this for? How do we keep them in New London?

Should we stop now and bring the plan before the City Council before it is finalized? I am concerned City Council members are not here tonight.

*Jim Butler: The Council had a conflicting meeting tonight; I have offered to meet with the City Council to discuss the plan.*

I appreciate the glass for the bus station but Bridgeport built a new glass bus station that was much bigger than needed.

*Larry Englisher: We approached SEAT and Greyhound to learn what they thought their space needs were.*

*Andy Davis: We plan for 20-30 years into the future for projects.*

*Jim Butler thanked those present for attending and for their interest throughout the study.*

### **Meeting Attendees**

Sandra Chalk

Peg Curtin

John Markowicz

Frank McLaughlin

Stan Mickus

Todd O'Donnell

Tony Sheridan

Harry Smith

Dan Steward

Rep. Ernest Hewett

Ella Bowman

Bill Humphreys

Barbara Hample

Larry Hample

Andrew Lockwood

Andy Davis

Lindsey Blank

Bud McAllister

Anthony Silvestri

Rachel Pattison

Wick York

Demetrios Louziotis

Kip Bochain

Diane Ruhmshottel

Nat Trumbull

Art Costa

Krystel Kornegay

Laura Cordes

Susan Munger

Kathleen Edgecomb

Lloyd Beachy

Christopher Deveau

Kathleen Barrett

Laurie Deredita

Elena Pascarella  
Jim Butler  
Skip Smallridge  
Jim Wensley  
Paul Schmidt  
Jill Barrett

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### 3. Stakeholder Steering Committee Meetings



Southeastern Connecticut Council of Governments

## Regional Intermodal Transportation Center Master Plan and Efficiency Study

Steering Committee Meeting #1

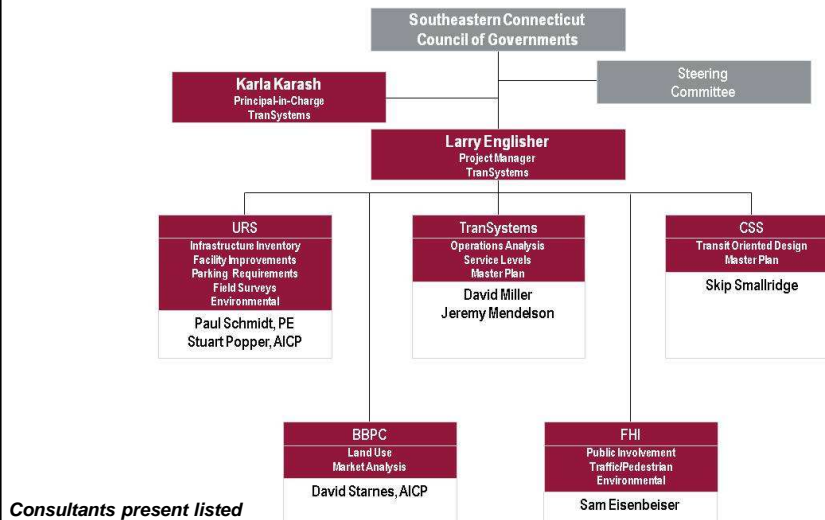
July 14, 2008



## Agenda

- Introductions
- Background: Study Purpose and Funding
- Overview of Study Tasks and Schedule
- Technical Tasks and Data Collection
- Role of the Steering Committee
- Discussion on Project Goals/Vision
- Next Steps

## Team Organization



New London RITC Master Plan: Steering Committee #1

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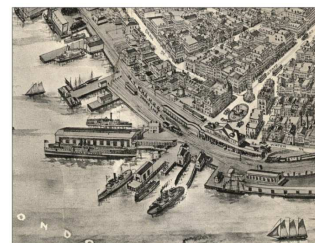
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EXPERIENCE | Transportation

## Study Background

- ▶ **Union Station anchors the current regional intermodal transportation center (RITC)**
  - Unique confluence of modes
- ▶ **Intermodal connections need improvement**
  - Were prior plans to improve pedestrian connections
  - Parade Project will create new plaza and improve pedestrian/vehicular circulation
- ▶ **Private owners exploring alternative uses for Union Station**
- ▶ **Well-functioning intermodal center is considered vital to future development in New London**



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## Existing Downtown New London Sites and Fort Trumbull



- Current sites within walk distance of downtown
- Ferries and rail station, bus, taxis, parking at current site
- Fort Trumbull important redevelopment site
- Fort Trumbull may be able accommodate cruise ships

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## Transportation Services at the Existing RITC

### ➤ Long Distance Modes (weekday round trips)

- Amtrak (1 Acela, 9 Regl)
- Shore Line East (1+3 AT)
- Intercity Bus (5)
- Cross Sound Ferry (11 auto + high speed passenger)
- Block Island Ferry (3-4 passenger)
- Fishers Island Ferry (8 auto)

### ➤ Local /Access Modes

- SEAT Bus (7-8 routes pulse)
- Casino Coaches (meet passenger ferries)
- Taxi
- Private Automobile
- Bicycle
- Pedestrian
- Tourist Shuttle (proposed)

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## Study Purpose: Create a Master Plan for the RITC

- Review feasibility for alternative siting of RITC at Fort Trumbull
- Identify operational issues and solutions
- Estimate costs of improvements
- Identify transit-oriented development opportunities
- Identify synergies and partnerships

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## Study Tasks and Target Schedule

	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
	2008						2009							
Steering Committee Meeting														
Goals & Objectives														
Review of Prior Work														
Screening Evaluation of Sites														
Surveys														
Existing Conditions Summary & Findings														
Current Services, Operations & Needs														
Future Service Levels & Operational Impacts														
Markets and Opportunities														
Potential Improvements														
Costs, Economic Impacts, Environmental Impacts														
Public Meeting														
Draft Report														
Board Presentation														
Final Report														

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## What an Enhanced Transportation Center Could Mean for New London and the Region

- Easy access to regional/interregional transportation services
- Convenient transfers between modes
- Easy access to supporting services, facilities and parking
- Enhanced development and economic activity near the center and in the region
- Support for the region's tourist industry

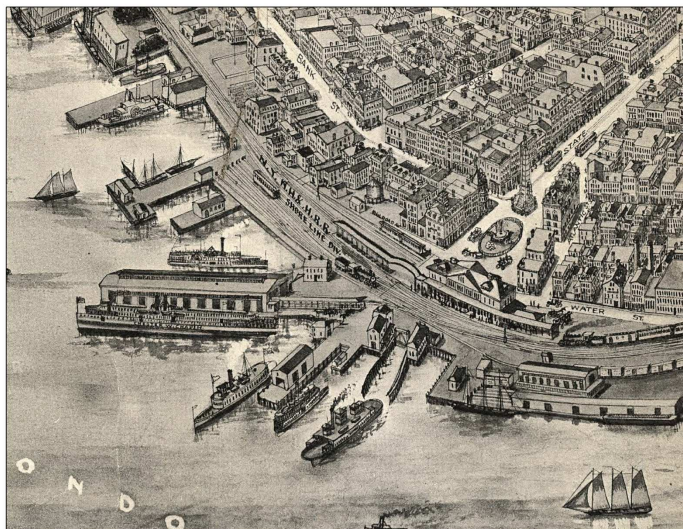
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## Bird's Eye View 1911



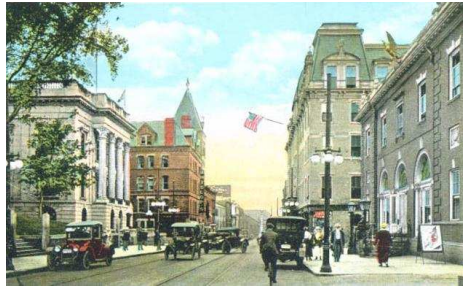
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## State Street & The Parade



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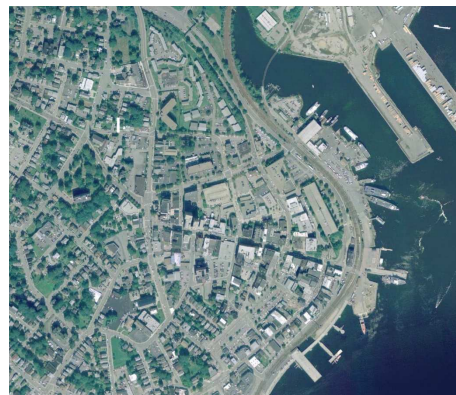
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## New London



1868



Current

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## Context



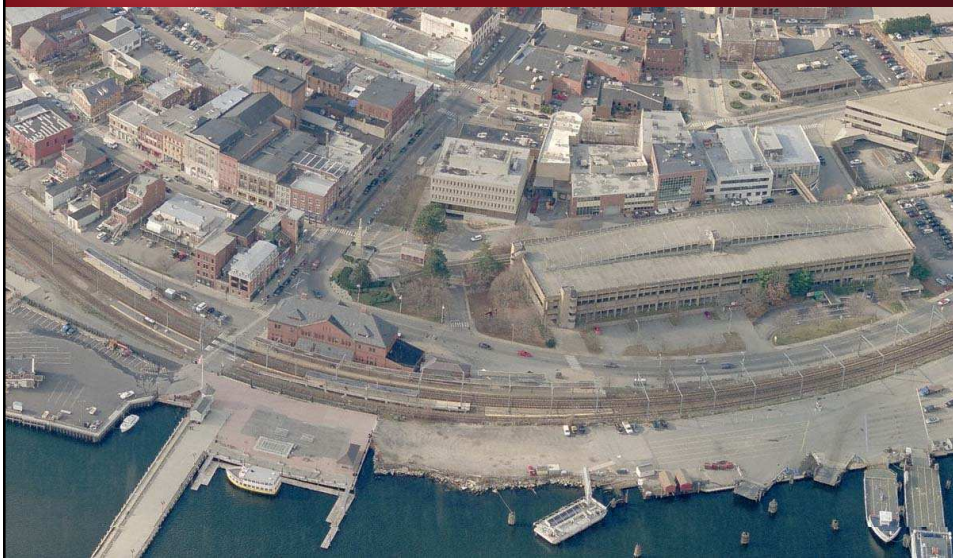
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## Current Bird's Eye View



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## Water Street Circa 1960



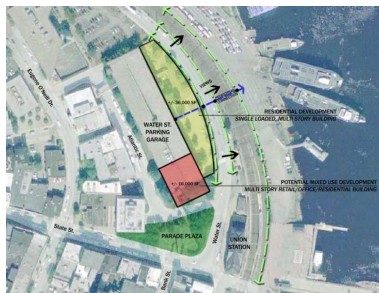
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## Conceptual Redevelopment at the Existing Site



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## Fort Trumbull Peninsula

Looking east



Looking west

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## Technical Tasks and Data Collection

- ▀ Screening Evaluation of Sites
- ▀ Evaluation of Transportation Needs (Existing and Future)
- ▀ Evaluation of Infrastructure Conditions and Opportunities
  - Data Collection to Assess Needs
  - Development of Improvement Options
- ▀ Transit Oriented Development Opportunities
- ▀ Economic Opportunities Impacts
- ▀ Public Involvement

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## Early Screening Evaluation of the Two Sites

### ► Draft Criteria for Screening Evaluation

- Ability to serve key connections
- Capacity to meet likely demand
- Capital cost of the required improvements
- Impacts on the transportation operators
- Traffic impacts
- Environmental sensitivity of the sites
- Compatibility with other existing/potential site uses
- Economic impact on downtown New London
- Potential for transit oriented development
- Likely public support

## Transportation Needs and Interfaces Between Modes

### ► Transportation Needs

- Ticketing/Information
- Restrooms/Amenities
- Office/ Employee Needs
- Layovers and Operations

### ► Future Needs

- Growth and expansion
- New services
- New amenities/retail

### ► Potential Interfaces

- Shuttle - LI Ferry/Cruise Ships
- Shuttle - Rail
- Auto to Block/Fisher's Is. Ferry
- Auto to Rail
- Greyhound - SEAT
- Others

## Transportation Infrastructure Conditions and Opportunities

### ▀ Vehicular Capacity / Circulation

- Excess Capacity
- Shortcomings
- Special Issues
- Safety Issues

### ▀ Parking Supply / Location

- Adequate Placement

### ▀ Transit Operating Capacity / Accessibility

- Storage / Constrained Operations

### ▀ Pedestrian Linkages / Interconnection

- Accessibility

### ▀ Pedestrian Friendly Spaces

### ▀ Signage & Wayfinding



## Data Collection

- ▀ Review of existing studies and plans
- ▀ Parking and traffic counts
- ▀ Windshield mail-back survey of parked cars
- ▀ Brief interviews of train and bus riders at Union Station
- ▀ Surveys of ferry passengers
- ▀ Will conduct data collection during August tourist season

## Transit Oriented Development (TOD) Opportunities at/near the RITC

- Seize the immediate TOD opportunities
- Leverage immediate TOD opportunities as catalyst for future downtown development
- Creative financing: Leverage public transportation dollars
- Seamless connections
- Gateway to downtown New London
- Leverage investment and amenity: Waterfront Park / Bank Street / The Parade

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## Focused Market/Economic Analysis of Opportunities/Impacts

- Identify existing conditions, trends and factors influencing development
- Relate transit services / design to TOD opportunities
- Identify site-specific and waterfront / downtown area TOD / smart growth opportunities
- Evaluate economic viability
- Evaluate economic impacts of scenarios (direct / indirect, economic / fiscal Impacts)
- Leverage federal funding opportunities
- Identify potential structures for public/private partnerships

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## Public Involvement

To inform and engage the New London community through:

- ▀ Meetings with stakeholders & property owners
- ▀ Steering Committee
- ▀ Two public meetings
- ▀ Newsletters/fact sheets
- ▀ Website

## Your Role as a Steering Committee Member

- ▀ Attend five meetings over course of the study
- ▀ Assist in identifying other stakeholders
- ▀ Identify issues and concerns
- ▀ Identify sources of data
- ▀ Review interim findings and recommendations

## Discussion

New London RITC Master Plan: Steering Committee #1  
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## Next Steps

- Data Collection
- Site Screening Evaluation
- Next Meeting: early Fall
  
- Contact information: Jim Butler, 860-889-2324
  - jbutler@seccog.org
  - Website: www.seccog.org

New London RITC Master Plan: Steering Committee #1  
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## SUMMARY OF MEETING

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<b>Project:</b>	<b>Regional Intermodal Transportation Study</b>
<b>Date of Meeting:</b>	2:00 PM, Monday, July 14, 2008
<b>Location of Meeting:</b>	New London Office of Development and Planning Conference Room
<b>Purpose of Meeting:</b>	Kick-Off Meeting; to introduce the consultant team and to discuss the objectives, schedule and initial data collection efforts
<b>Meeting Attendance:</b>	Attendees listed on page 4

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### Summary of Meeting Discussion:

- Welcoming remarks were made by James Butler, SCCOG Chairman Joseph Jaskiewicz (Mayor, Montville) and Mayor Kevin Cavanaugh (New London)
- The Steering Committee members in attendance introduced themselves along with the project team consultants
- Larry Englisher made a presentation summarizing the project approach, objectives and schedule

Questions/comments made during the presentation and in the discussion period afterward:

- Senator Stillman: Why is the schedule 14 months long and not less? And why did it not start sooner?
  - Jim Butler: The starting schedule was constrained by the funding and procurement procedures of ConnDOT (Connecticut Department of Transportation) and SCCOG (Southeastern Connecticut Council of Governments). The consultant was hired within a week of the target date. The schedule is based on the number of tasks and it was initially thought to take 18 months but we were able to work with the consultant to shorten the schedule to 14 months. If the consultants can finish sooner, they will; since they will be paid based on completion, there is no disincentive to finishing sooner. The addition of the screening of the Fort Trumbull site did not extend the schedule by more than a month or so, especially since much of the data collection can take place concurrent with the screening.
- Senator Stillman: Can the draft report be made available prior to the next tourist season so the local organizations can act on the recommendations?
  - Jim Butler: Yes, and interim draft findings will be provided over the course of the study so it is not as if the findings will be held until the end and presented all at once
- Tony Sheridan: Who suggested including Fort Trumbull as an alternative?
  - Jim Butler: ConnDOT asked SCCOG to look at it, and it is anticipated that this effort will fulfill the "Alternative Site" requirements of NEPA/CEPA, facilitating environmental documentation in the future.
  - Mayor Cavanaugh: Looking at an alternative site is necessary to the process
- Question: Who will make the decision regarding which site is chosen?

- Jim Butler: SCCOG/ConnDOT, in conjunction with the operators of the current transit services. As part of the SCCOG, New London will be part of the decision-making
  - ConnDOT Deputy Commissioner Albert Martin: It is not ConnDOT's intent to impose on the process, they are following the City's lead
- John Markowicz: An issue for the cruise ships is that more security is necessary at the terminals when the ships are in – please note that in the report
- Tony Sheridan: Can the data collection effort capture the exodus of riders to the Old Saybrook station for Shore Line East service? They have better amenities and free parking (although full) and better service frequency at that location.
  - Gene Colonese of Rail Administration at ConnDOT: there is a phased approach planned to bring service back to New London
- Tony Sheridan: A legislative agenda item for the Chamber of Commerce is to try to get all Amtrak trains to stop in New London
- Charles Curtin: While there is free parking in Old Saybrook, there is no taxi service there. The availability of taxi service in New London could potentially alleviate the need for some parking if people take a taxi to and from the terminals instead of parking
- Question: Can we survey people in Old Saybrook or New Haven who would be potential riders of rail from New London?
  - Paul Schmidt: We will work with Gene Colonese of Rail Administration to collect data from CONNDOT surveys of Shore Line East users
- Comment: Shore Line East service does not currently meet the needs of the City/Region
- Comment: While surveys were conducted in conjunction with the 2003 study of transportation in the region, findings regarding the propensity to use mass transit may be invalid if today's gas prices would influence opinions
- Tony Sheridan: Can we look at the survey questions prior to the survey?
  - Jim Butler indicated he will make them available via e-mail.
- Comment regarding the interfaces between modes of transportation: People on Cruise ships do not typically interact with train service
- Question: Can the link to study documents posted on the web be included with the invitations to future Steering Committee Meetings?
  - Jim Butler: Yes
- Mayor Cavanaugh: At the scoping process we determined that there would be monthly meetings, yet the schedule indicates that there are only five meetings with the Steering Committee. This is important to keep the project on track.
  - Jim Butler: It was our understanding/intent to hold monthly meetings with the project team and City/SCCOG staff. If additional meetings are needed with members of the steering committee, they can be called on short notice as needed. Jim also indicated that he would be including in his monthly report to the SCCOG an update on the study progress.
  - SCCOG Chairman Jaskiewicz/Deputy Commissioner Martin confirmed that meetings can be organized if additional meetings are determined as necessary
- John Markowicz asked Todd O'Donnell what he thinks about the process, since he owns Union Station
- Todd O'Donnell: I will work with the consultants. I want this process to work. However if the decision is to go to Fort Trumbull, it is a big, 12- year problem.

- Tony Sheridan: What is the format of the final report – it needs to be something that can result in funding requests for the upcoming window of opportunity for the opening of federal funding.
  - Jim Butler: This is being referred to as a report but in fact it is a plan and it will include preliminary design plans.
- Kip Bochain: Don't relocate the transportation center to Fort Trumbull.
- Comment: Downtown business owners don't want the RITC to move to Fort Trumbull.
- Question: What is the status of the Coast Guard Museum?
  - Michael Joplin: the Environmental Documentation is expected to be submitted in Mid September and it is anticipated that the decision one way or the other will be announced by the end of October. We are speculating that the announcement will be made on Homecoming Weekend of the Academy in Mid October.
- John Markowicz: What is the schedule of the Parade construction and how do these projects impact one another?
  - Bruce Hyde: The Parade construction is expected to take place from August 2008 to September 2009
- Michael Joplin: Is the consultant team okay with the Parade design?
  - Jim Butler: The consultants submitting for the Study were instructed that the SeCTer project should be considered a given component of the design of the area, and that although the projects are adjacent they should not conflict with one another
- Comment: Getting pedestrians across the rail is a key issue
- Comment: There is a need for bicycle storage and car-sharing at the Train Station.
- Tom Stone: Surveys of bus passengers should be conducted on a weekend
  - Larry Englisher: Surveys will take place on a Saturday and a weekday
- Todd O'Donnell: How do the consultants intend to reflect the impacts of rising gas prices on forecasts of ridership
  - Larry Englisher: It's important to strike a balance between incorporating changes in behavior stemming from rising fuel prices and over-estimating changes in travel behavior based on short-term observations of responses.
  - Tom Stone: We have seen increased ridership over the past 18 months
  - Dep. Comm. Martin: The irony is that as public transit use increases and personal vehicle use decreases, gas tax revenues used to fund public transit may actually decrease
  - Skip Smallridge: Recent studies that he has been involved with have asked whether design can incorporate short range transportation modes such as zip cars, scooters and bikes
  - Todd O'Donnell: For the study to be credible it should reflect current trends
  - John Markowicz: Eventually the prices of mass transit will reflect rising fuel prices as well, potentially mitigating the shift from personal vehicle
- Question: Is it possible that Fort Trumbull is identified as a desirable site for the cruise ships while the Regional Intermodal Transportation Center remains in its current location?
  - Jim Butler: Yes
  - Senator Stillman: The Cruise Ship Task Force should be asked for input, they are currently investigating the possibility of New London becoming a point of embarkation/disembarkation which would potentially benefit from the Cruise pier being co-located with the ITC

- Dep. Comm. Martin: While the cruise ships do not release their schedules until the start of the new season, the number of ships has increased over the past few years and the cruise companies have indicated that they are pleased with their experience in New London
- Michael Joplin: Can the Steering Committee be given 30 days notice for upcoming meetings including access to the most relevant documents available and possibly the presentation so that they can come into the meeting informed?
  - Jim Butler: Yes
- Larry English: Is this time of day acceptable to everyone for the meetings?
- Consensus: Yes

The next Steering Committee meeting will be scheduled for autumn 2008.

**Meeting Attendees:**

***Steering Committee:***

Tony Sheridan	Chamber of Commerce of Eastern CT
Bruce Hyde	City of New London
Kevin Cavanaugh	City of New London
Jenny Contois	Congressman Joe Courtney
Frederick Riese	Connecticut DEP
William Cornish	Cornish Parking
Stan Mickus	Cross Sound Ferry
Peter Simmons	CT DECD
Charles Curtin	Curtin Transportation
Dan Karp	Daniels Dairy Downtown
Donna Simpson	Eastern CT Tourism District
Tom Stone	Greyhound
Joe Smith	Mohegan Tribe
Chris Jennings	Mystic Coast and Country
Michael Joplin	New London Development Commission
Sandra Chalk	New London Landmarks
Frank McLaughlin	New London Main Street
Kip Bochain	New London Parking Commission.
Martin Berliner	SCCOG, City of New London
Joseph Jaskiewicz	SCCOG, Town of Montville
Dan Steward	SCCOG, Town of Waterford
John Markowicz	seCTer
Sen. Andrea Stillman	State Sen. 20th District
Todd O'Donnell	Union Station
Michael Carey	Suisman, Shapiro, Wool, Brennan, and Gray

***ConnDOT***

Andy Davis	ConnDOT
Albert A. Martin	ConnDOT, Deputy Commissioner
Eugene Colonese	ConnDOT

***SCCOG Staff***

James Butler        SCCOG  
Dick Guggenheim    SCCOG

***Study Team***

Larry Englisher     TranSystems  
David Miller        TranSystems  
Jeremy Mendelson    TranSystems  
David Starnes        Basile Baumann Prost Cole & Associates, Inc.  
Skip Smallridge     Crosby Schlessinger Smallridge  
Sam Eisenbeiser    Fitzgerald & Halliday, Inc.  
Paul Schmidt        URS  
Stuart Popper        URS

***Other***

H. Tucker Braddock   Greater Norwich Chamber of Commerce  
Bill Haase              Town of Stonington

**Submitted By:** Samuel K. Eisenbeiser, Fitzgerald & Halliday, Inc.        **Date:** 07/30/08

Southeastern Connecticut Council of Governments

## Regional Intermodal Transportation Center Master Plan and Efficiency Study

Steering Committee Meeting #2

October 21, 2008



## Agenda

- Comparison of Alternative Sites
- Survey Findings
- Stakeholder Input
- Next Steps



## Existing Downtown Site: Facilities

### ➤ Union Station

- Privately-owned
- Amtrak lease
- One weekday SLE roundtrip
- Greyhound leases adjacent space

### ➤ SEAT on-street stop

- Shelter/benches

### ➤ New Fishers Is. Ferry terminal

### ➤ Cross Sound Ferry facilities

- LI auto, hi-speed pass. ferry
- Block Island pass. ferry
- 130 parking spaces

### ➤ Large parking facilities

- Water Street Garage (City) – 975 spaces
- Eugene O'Neill Surface Lots (City)– 255 spaces
- Governor Winthrop Garage (Private) – 400 spaces
- Julian Surface Lot (Private) – 186 spaces

### ➤ Taxi stand

### ➤ Cruise Ships at State Pier

### ➤ Parade Project

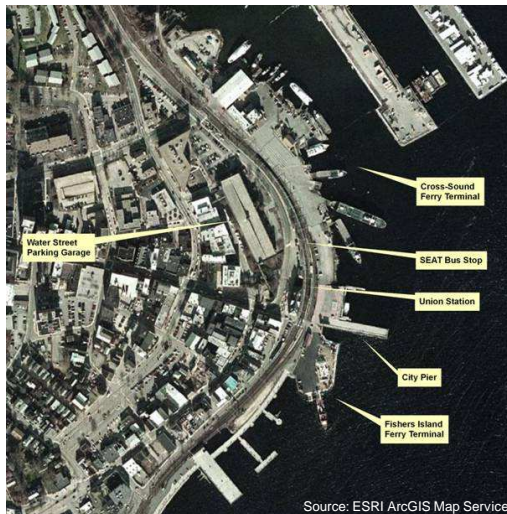
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## Existing Downtown Site



Source: ESRI ArcGIS Map Service

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## Fort Trumbull Site

### ► Redevelopment Site and Plan (MDP)

- Mixed office, residential and hotel

### ► Existing Uses

- Coast Guard Facility
- Historic Fort, State Park & Visitor Center
- Marina
- Fishing Piers (public, commercial)
- One office building
- Wastewater Treatment Plant
- Pfizer Global Research Center



### ► Proposed Coast Guard Museum

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## Comparison of Two Candidate Sites: Cruise Ships

- Can use State Pier but not City Pier
- State Pier acceptable but improvements desired
- Fort Trumbull attractive location if feasible
- Pier 7 cannot be used as is due to length, depth, wind load and interference with federal channel and Electric Boat
- Costly, complete pier reconstruction needed
- Landside access is a problem
- Environmental permits unlikely
- Move deemed desirable (with drawbacks) but not feasible



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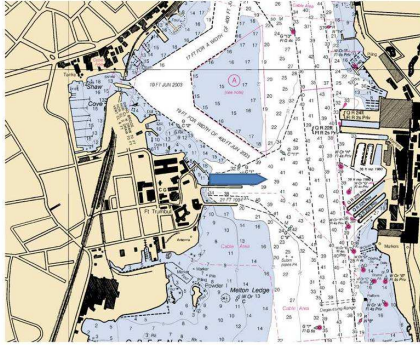
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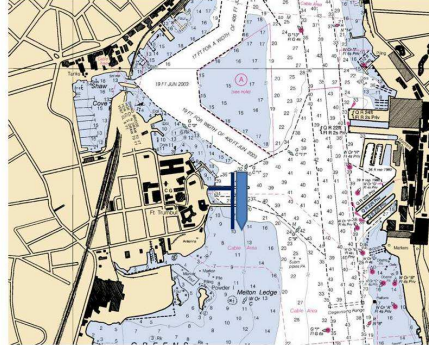
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## Potential Cruise Ship Location at Fort Trumbull

At Existing Pier



With Reoriented Pier



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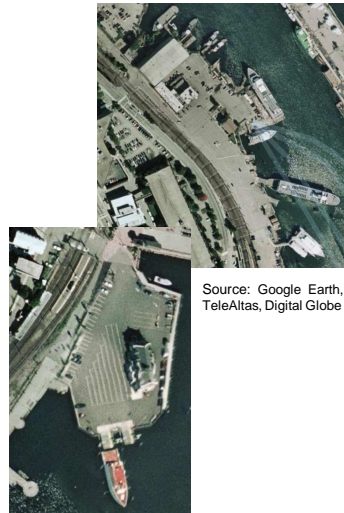
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## Comparison of Two Candidate Sites: Ferries

- ▶ Neither ferry operator is interested in moving
- ▶ Both have major investments in current site
- ▶ Current site has major access advantages
- ▶ Only possible location at Ft Trumbull is Columbia Cove
  - ⊗ Would require dredging to create new pier
  - ⊗ Unlikely to get necessary permit given present alternatives
  - ⊗ Landside access inconvenient
  - ⊗ Would require land programmed for other uses
- ▶ **Move deemed both undesirable and infeasible**



Source: Google Earth,  
TeleAtlas, Digital Globe

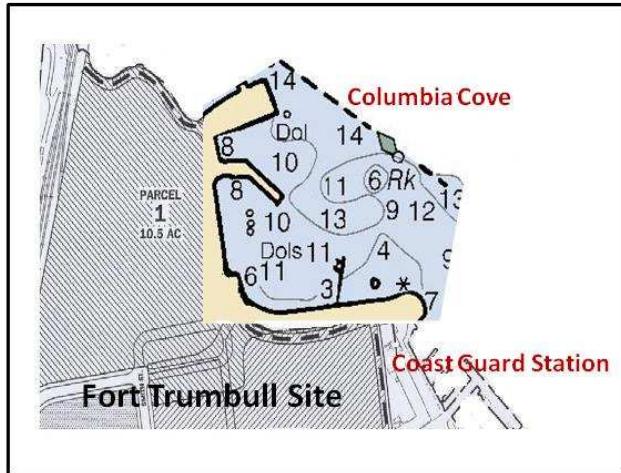
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## Potential Ferry Location at Fort Trumbull



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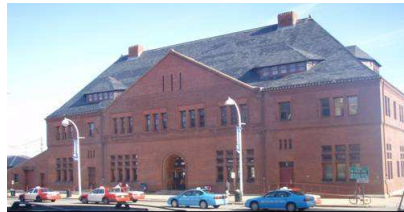
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## Comparison of Two Candidate Sites: Rail Station

- **Union Station owner would prefer rail station to remain**
  - Amtrak had no official opinion but is unlikely to support moving
  - Current site offers better access
- **Moving rail station to Fort Trumbull**
  - Would be costly
  - Would require land programmed for other uses at Fort Trumbull
- **Move deemed feasible but not desirable**



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## Comparison of Two Candidate Sites: Bus Modes

### ► Intercity Bus (Greyhound)

- Prefers downtown location with good access to interstate highway
- Primary interaction is with SEAT

### ► Local Bus (SEAT)

- Prefers downtown location and more integration with Union Station
- Pedestrian access is most important

### ► Proposed Regional Shuttle Bus

- Would require an extra stop to serve Fort Trumbull

### ► Move deemed undesirable but feasible



## Comparison of Two Candidate Sites: Parking

### ► At existing site, the ample parking resources are shared among modes and with downtown uses

### ► At Fort Trumbull, parking would need to be constructed

- Could possibly be shared among modes and with development
- Development has not progressed and distances between facilities would likely be greater
- Additional parking required would reduce acreage for development
- Current train and ferry parking needs are about 500 spaces or 5 acres of surface parking

### ► Feasible; desirable if needed to support other modes

## Comparison of Two Candidate Sites: Environmental Issues

- Both sites have some contaminated areas; not a deciding factor
- Natural resource constraints are quite limited at both sites
- Major difference has to do with Section 106 and Section 4(f)
- Fort Trumbull site has several historic and archaeological concerns:
  - Foremost is State Designated Archaeological Preserve located directly east of and adjacent to the railroad tracks (most logical spot for a planned intermodal center)
  - Fort Trumbull State Park, the nearby Italian Dramatic Club, and the Hamilton Street complex
- Existing site location better suited to an intermodal center

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## Comparison of Two Candidate Sites: Economic Development

- Downtown site with improvements has stronger development potential
  - Strong existing pedestrian oriented infrastructure / network with nearby supportive uses and development opportunities
  - Numerous potential opportunity sites that can be (re)developed
  - Multiple modes of transport are already located in downtown
  - Enhancement of the current RITC would take advantage of its accessible location
- Moving to Ft. Trumbull has potential for negative impacts
  - parking and space requirement needs for an intermodal center will conflict with the development goals for the Fort Trumbull peninsula and reduce tax revenue
  - moving only rail and bus (the feasible modes) frees up very little of the downtown waterfront property for other development and removes significant numbers of people from the downtown economy

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## Comparison of Two Candidate Sites: Public Support

- **Notable lack of support among the stakeholders for moving the RITC to the Fort Trumbull site**
- **Likely to be a lack of support among the stakeholders and the public for relocating the rail and bus modes while leaving the ferry and cruise ship modes at their current locations**

## Comparison of Two Candidate Sites: Realistic Alternatives (Packages of Modes)

- **Existing Downtown Site**
  - with improvements
  - cruise ships remaining at State Pier
- **Fort Trumbull Site**
  - with rail, intercity bus, SEAT and parking
  - without ferries or cruise ships
  - would result in:
    - Fractured RITC without any maritime modes
    - Less desirable location for rail, intercity bus and SEAT
    - High cost
    - Negative impacts on economic development and tax revenue

Overall Evaluation Summary			○ Minor Issues/High rating ◐ Moderate Issues/Medium rating ● Major Issues/Low rating
	Current Site	Fort Trumbull	
Capacity for Operations	○	◐	
Vehicular Access	○	●	
Parking Capacity	○	◐	
Traffic Impacts	○	○	
Pedestrian Access	○	◐	
Capital Cost	○	●	
Environmental (Contamination)	◐	◐	
Environmental (Natural)	○	○	
Environmental (Cultural)	◐	●	
Compatibility with Other Land Uses	○	◐	
Economic Development Opportunity	○	◐	
Public Support	○	●	
Consolidated RITC	○	●	

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Recommendation and Discussion	
<p>➤ <b>It is the strong recommendation of the consultant team that the RITC be maintained at the downtown site.</b></p> <ul style="list-style-type: none"> <li>• The existing site has the unique advantage of consolidating the ground and maritime modes in a single location</li> <li>• The cruise ships would be the main reason for moving to Fort Trumbull, but that is not feasible</li> <li>• Downtown offers a central location with good access</li> <li>• Infrastructure already exists; costs would be lower</li> </ul> <p>➤ <b>Develop improvements at the existing site</b></p> <p>➤ <b>Discussion</b></p>	

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## Surveys Conducted in August

### ► Passenger Modes

- Rail (Amtrak) (107)
- Cross Sound Ferry
  - Long Island Auto Ferry (117)
  - High Speed LI Ferry (16)
  - Block Island Ferry (126)
- Greyhound Bus (18)
- SEAT Bus (85)

### ► Parking Garages/Lots

- Water Street Garage (106)
- Governor Winthrop Garage (37)
- Eugene O'Neill lot /Golden St. (23)
- Eugene O'Neill lot /Pearl St. (6)
- Cross Sound Ferry lot (24)

## Key Findings

### ► Most rated transportation facilities in New London for all modes as good – both overall and individual attributes

- Greyhound passengers rated amenities at the terminal below average
- Rail users most interested in food service, clean restrooms
- SEAT passengers more concerned about improving bus operations and routes than facilities

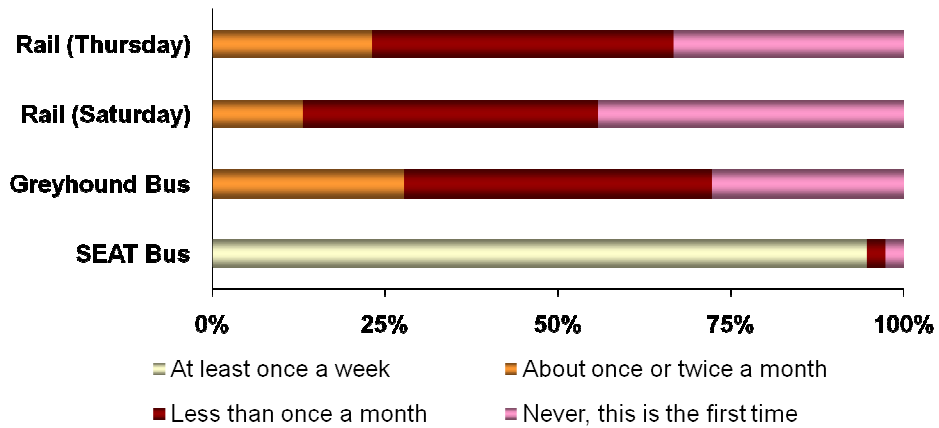
### ► Most passengers do not transfer between public transportation modes

- Most frequent transfers took place between the ferries and the rail service

### ► Most passengers do not visit downtown

- Most likely - Greyhound passengers
- Least likely - LI Ferry and Sea Jet passengers, even with additional services

## Findings: Trip Frequency



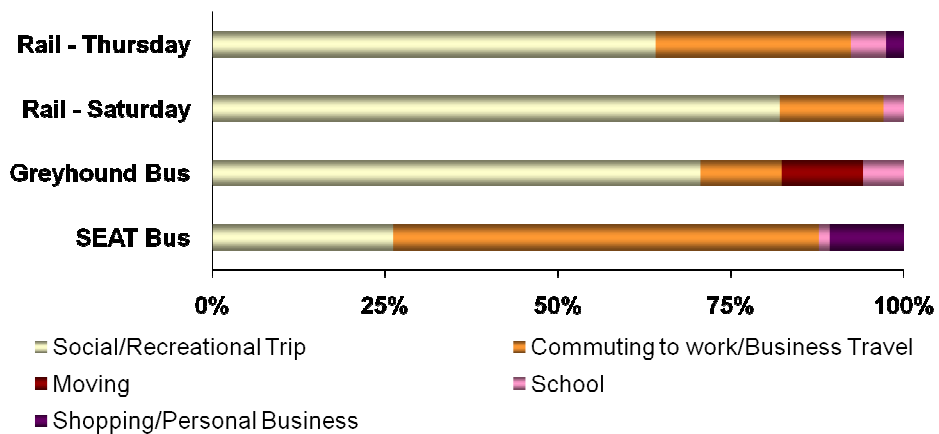
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## Findings: Trip Purpose



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## Findings: Access Modes

Mode to Terminal	LI Ferry	Sea Jet	Block Island Express Ferry	Rail (Thurs.)	Rail (Sat.)	Greyhound Bus	SEAT Bus
Personal vehicle, parked in various lots	28%	8%	91%	24%	8%	11%	1%
Dropped off	11%	31%	7%	42%	49%	44%	8%
Taxi	1%	8%	3%	16%	12%	0%	4%
Charter/Casino Bus	48%	46%	0%	0%	0%	0%	0%
Ferry	1%	0%	0%	16%	11%	11%	2%
Walked	1%	0%	0%	3%	11%	11%	49%
Local Bus (SEAT)	4%	0%	0%	0%	3%	22%	33%
Intercity Bus (Greyhound)	6%	8%	0%	0%	2%	0%	1%
Amtrak Train	0%	0%	0%	0%	5%	0%	1%

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## Key Intermodal Connections

- **Auto (Parking, Pick-up/Drop-off)**
  - Block Island Ferry
  - Amtrak Rail
  - Shore Line East Rail
  - Greyhound
- **Auto (Drive-on)**
  - LI Ferry
- **Greyhound**
  - SEAT
  - LI Ferry
- **Rail**
  - Fishers Island Ferry
  - Taxi
- **Future Shuttle Bus:**
  - LI (High-Speed Passenger) Ferry
  - Cruise Ships
  - Rail

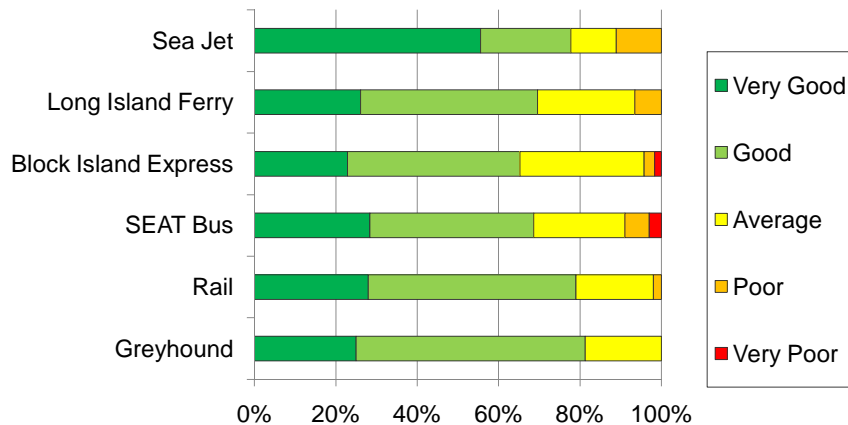
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## Findings: Ratings of Amenities Overall Rating by Survey Group



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## Findings: Average Ratings of Individual Amenities

1= Very Poor, 2= Poor, 3= Average, 4= Good, 5= Very Good

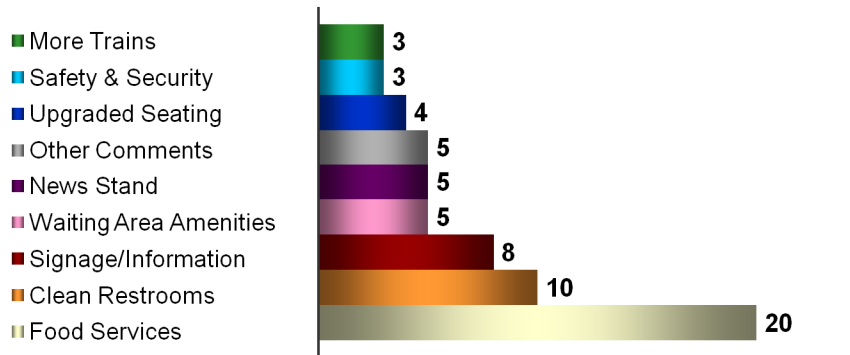
	LI Ferry	Sea Jet	BI Ferry	Rail	Greyhound	SEAT Bus
Parking	3.6	4.9	3.7	3.9	4.1	3.5
Convenience getting to/from the terminal/station	4.2	4.7	4	4.2	4.6	3.8
Convenience making connections with the transit service	4.2	4.8	4.2	4.3	4.2	3.7
Comfort at the terminal/station (seating, climate control)	3.9	4.3	3.6	4	3.4	3.7
Amenities at the terminal/station (food services, restrooms, newsstand)	3.6	4.4	3.4	3.1	2.9	3.5
Ease of finding location of other connections (rail, ferry, bus, taxi, etc.)	4	4.5	3.9	4.1	4.1	3.9
Clearly-marked schedules for all transportation modes	4	4.5	3.8	4.1	3.9	3.7
Purchasing tickets	4.1	4.5	4.3	4.6	4.5	3.8
Personal Security at the terminal/station	4	4.6	3.8	4.1	3.9	3.7
Physical Safety at the terminal/ station (and while making connections)	4.1	4.6	4	4.3	4.1	3.9
Nearby places of interest	3.7	4.5	3.3	3.7	3.8	4.2

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## Findings: Needed Improvements – Rail Passengers



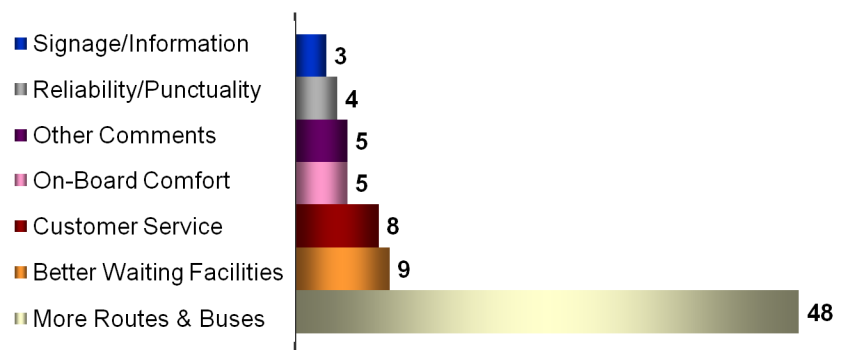
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## Findings: Needed Improvements – SEAT Bus Passengers



Note: the number of Greyhound responses was very small; however a better waiting area was the most frequently noted desired improvement.

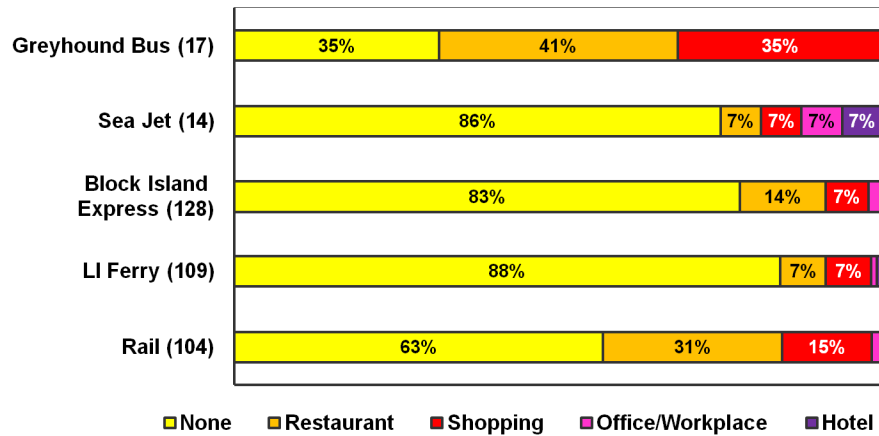
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## Findings: Businesses Visited in Downtown New London



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## Findings: Likelihood of Visiting Downtown

Transit Mode	Average Response	<b>Scale:</b> Very Likely – 5 Likely – 4 Don't Know -3 Unlikely – 2 Very Unlikely - 1
Greyhound Bus	3.94	
Rail	3.79	
Block Is. Express Ferry	3.41	
Long Island Ferry	3.04	
Sea Jet Ferry	2.75	

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## Findings: What Would Increase Visits to Downtown

	Number	%
<b>Create a cultural/entertainment center</b>	<b>109</b>	<b>35.0%</b>
<b>Expand retail shopping</b>	<b>95</b>	<b>30.5%</b>
<b>Have more restaurants, including fine dining</b>	<b>81</b>	<b>26.0%</b>
<b>Other suggested factors</b>	<b>10</b>	<b>3.2%</b>
<b>Hotel/Casino</b>	<b>6</b>	<b>1.9%</b>
<b>Improved Parking</b>	<b>5</b>	<b>1.6%</b>
<b>All of the Above</b>	<b>5</b>	<b>1.6%</b>

Based on Ferry, Rail and Intercity Bus passengers

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## Additional Observations from Passenger Surveys

### ■ Inadequacy of signage

- Surveyors were routinely asked for directions by people on their way to the ferry piers.
- Lack of information about schedules and how to purchase tickets

### ■ Visual separation from downtown New London

- Many physical barriers create obstacles between the transportation terminals and the commercial facilities on Bank Street.

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## Parking Accumulation (Saturday August 2<sup>nd</sup>)

<i>Facility</i>	<i>Capacity</i>	<i>Peak Occupancy</i>
Water Street Garage	975	48%
Gov. Winthrop Garage	400	33%
E.O'Neill/Pearl Lot	130	22%
E.O'Neill/Golden Lot	125	89%
Julian Lot	186	41%
Cross Sound Lot	130	109%
<b>Total</b>	<b>1946</b>	<b>50%</b>

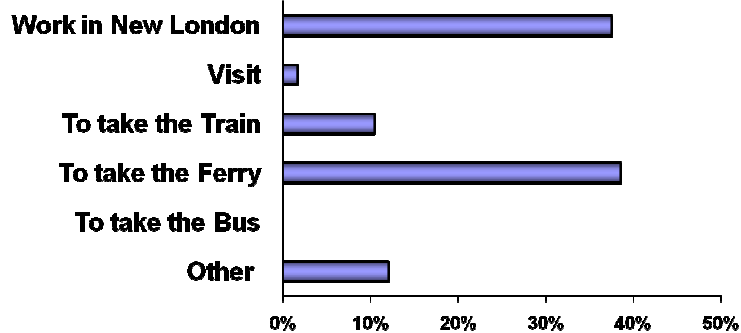
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## Parking: Trip Purpose



• Responses: 192

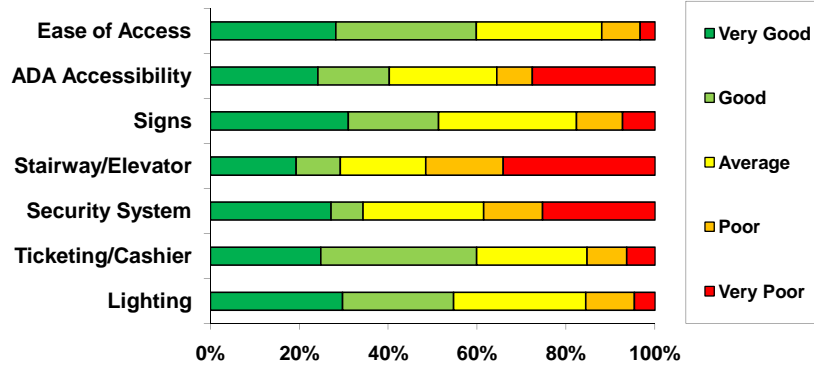
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## Parking: Rating of Amenities



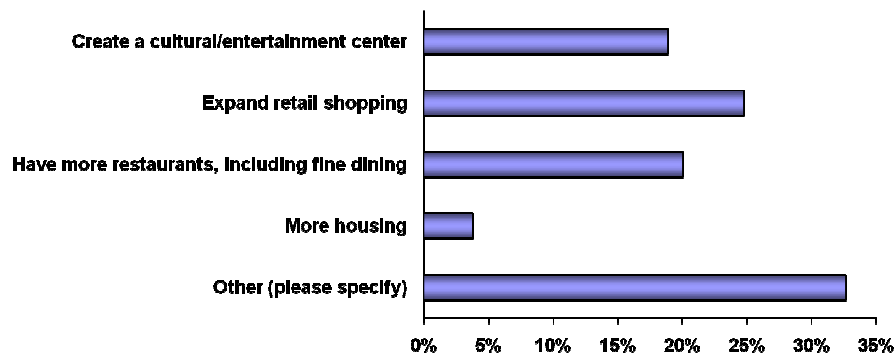
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## Parking: What Would Increase Visits to Downtown



• Responses: 190

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## Stakeholder Meetings to Date

- Mayor of New London
- NLDC
- New London Main Street
- New London Landmarks
- Port of NL/Cruise Ship Task Force
- Union Station
- Greyhound
- SEAT
- Cross Sound Ferry
- Fishers Island Ferry
- Mystic Country
- Parking Commission Chair
- Chamber of Commerce of Eastern CT
- SECTER
- Potential Future Meetings
  - Amtrak, Property owners, others??

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## Stakeholder Input on Key Issues

- The RITC is critically important to the region's economy
- Pedestrian access is a problem, particularly to the ferries
- Union Station is a key asset for New London and the region
- All other modes cite the importance of access to Union Station
- Parade Project will make some improvement to pedestrian access
- RITC should serve as gateway to New London and region and encourage visitors to visit area businesses
- Commuter rail needs should be considered
- There are many synergies among the modes
- Public-private cooperation is needed
- Everyone seeks a coordinated plan to move forward with

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## Next Steps

- **Fact Sheet – October**
- **Existing Conditions Deliverable – October**
- **Public Meeting – November 13**
- **Documentation of Current Service Characteristics and Needs – November**
- **Market Analysis Deliverable – January**
- **Next Steering Committee – February**
  - Current and Future Service Needs
  - Existing Physical Conditions
  - Opportunities for Improvements
  - Market Analysis

## SUMMARY OF MEETING

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<b>Project:</b>	<b>Regional Intermodal Transportation Study</b>
<b>Date of Meeting:</b>	1:30 PM, Tuesday, October 21, 2008
<b>Location of Meeting:</b>	New London City Hall, Council Chambers
<b>Purpose of Meeting:</b>	Steering Committee review of evaluation of site alternatives, passenger and parking surveys
<b>Meeting Attendance:</b>	Attendees listed on page 4

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Larry Englisher, Consultant Project Manager, presented a comparative analysis of the Fort Trumbull and downtown transportation center alternative sites, including existing conditions of each of the transportation modes, environmental characteristics and transit oriented development opportunities. It was the strong recommendation of the consultant team that the RITC be maintained at the downtown site for the following reasons:

- The existing site has the unique advantage of consolidating the ground and maritime modes in a single location
- The cruise ships would be the main reason for moving to Fort Trumbull, but that is not feasible
- Downtown offers a central location with good access
- Infrastructure already exists downtown and would be lower cost

### *Summary of Meeting Discussion on alternative sites:*

John Markowicz: You didn't note in the presentation but if I read the report correctly, the costs in 2008 dollars to move the transportation center to Fort Trumbull will be between \$135-165 million, adding parking would bring the total close to \$200 million. He recommended that Fort Trumbull should no longer be considered.

Tony Sheridan agreed. He said the consultants did a thorough though unnecessary study and it was time to move on.

Jim Butler said SCCOG would discuss with Andy Davis of ConnDOT if ConnDOT thought the analysis of the two alternative sites was complete.

John Markowicz asked Andy Davis if he accepted the findings of this study's evaluation. Andy responded he needed further review but thought the work was 95% done and will coordinate any further review with local officials.

John Markowicz asked if SCCOG had made a decision about the recommendation to keep the transportation center at its current location.

Jim Butler responded he was confident that the SCCOG Board would concur with the consultant's findings.

John Alexander endorsed the idea of seamless shoreline rail especially between New London and New York City to transport people to the casinos and take cars off I-95. Mr. Alexander said

people in Southeast Connecticut would have better access to New York City and Pfizer would have more reliable, convenient transportation for its employees by rail. Larry Englisher responded that evaluating the potential for this type of service was not in the scope of the study but the consultant would be documenting needs of each mode at the transportation center facilities and take into account any planned or likely changes in transportation services based on available information.

Jill Barrett presented the *findings of the passenger survey* and Stuart Popper presented the results of the *parking survey*. Key findings were:

Most passengers rated transportation facilities in New London for all modes as good – both overall rating and attributes

- Greyhound passengers rated amenities at the terminal below average
- Rail users most interested in food service, clean restrooms
- SEAT passengers more concerned about improving bus operations and routes than facilities

Most passengers between public transportation modes

- Most frequent transfers took place between the ferries and the rail service

Most users do not visit downtown

- Greyhound passengers most likely to visit downtown
- LI Ferry and Sea Jet passengers least likely to visit downtown even with additional services

### ***Summary of Meeting Discussion on the surveys:***

John Markowicz: Did you ask people about whether they visited the region beyond New London? The survey should have. The response was no.

Tony Sheridan: He agreed and said that the study focus is too narrow. The emphasis should be a regional intermodal center. A huge number of people are here in the region for tourist reasons. I know many people don't want to talk about this but we don't have public toilets and need them. If we want people to travel comfortably we need to provide toilets.

Representative Ritter asked, "What did people who got dropped off say about parking? It would be interesting to know if the people who don't use parking have a more negative view about it than the survey results indicate." Jill Barrett responded that attitudes of this subgroup would be evaluated for the Steering Committee and contrasted with those who do park.

Charles Curtin noted that some ferry passengers carrying luggage need to take a taxi to the parking garage.

A Steering Committee member asked if we asked drivers who dropped off or picked up people what they thought about parking facilities. Jill Barrett responded that we did not and that this would have been very difficult to accomplish safely.

Tony Sheridan noted that the number of people indicating that they would visit downtown New London if retail shopping, restaurants and entertainment was increased presented an opportunity for the city to capture more of the people traveling through the area without presently stopping.

There was also a comment that it would be interesting to see how businesses visited in downtown New London varied by where the visitor comes from.

Frank McLaughlin indicated that the Main Street organization would be interested in the survey results. In addition, it was noted that the seven-minute shuttle from the cruise ship to downtown is an excellent opportunity to see New London and learn about what there is to see. The Main Street program distributed 6,000 brochures on these buses, but started late in the season.

Mayor Kevin Cavanagh asked the consultant if parking operators were questioned about their ideas on when is the peak parking period. He also wanted to see the survey results broken down by garage.

John Markowicz asked if the parking results were based on self reporting.

Mayor Kevin Cavanagh requested a separate meeting be held with the Steering Committee to discuss the results of the surveys. It was suggested a meeting be held the afternoon of November 13.

***Other Comments:***

Sandra Chalk indicated there is a growing interest in the arts in New London and recommended the consultant speak with Steve Sigel of the Garde.

It was suggested the consultant also talk with representatives from the casinos.

John Markowicz: Will the study look at potential increase in rail and other modes of transport? Larry Englisher responded that the study take into account growth. John suggested that a percentage increase be included.

Jim Butler remarked the consultant had met with New London Main Street representatives about how to coordinate with the historic waterfront district wayfinding project.

John Brooks of the New London Development Corporation said he thought RITC was not a good name for the center and that it was important to create a branding concept for the center; it should be a short descriptive name.

It was also pointed out that the downtown is officially being known as the “Historic Waterfront District.”

Jim Butler announced there would be a public meeting on the study on November 13 at 7 p.m. at the New London Public Library. Mayor Kevin Cavanagh asked what would be presented at the meeting. He suggested the information be presented in a way that would drive people to ask questions.

**Meeting Attendees:**

***Steering Committee:***

Tony Sheridan	Chamber of Commerce of Eastern CT
Mayor Kevin Cavanagh	City of New London
Jenny Contois	Congressman Joe Courtney
Frederick Riese	Connecticut DEP
Stan Mickus	Cross Sound Ferry
Peter Simmons	CT DECD
Charles Curtin	Curtin Transportation
Jeffrey Nelson	Governor's Eastern Office
Tom Stone	Greyhound
Chris Jennings	Mystic Coast and Country
John Brooks	New London Development Corporation
Sandra Chalk	New London Landmarks
Frank McLaughlin	New London Main Street
Martin Berliner	SCCOG, City of New London
Dan Steward	SCCOG, Town of Waterford
Jim Martin	SEAT
Ella Bowman	SEAT
John Markowicz	seCTer
Sen. Andrea Stillman	State Senator, 20th District
Rep. Betsy Ritter	State Representative, 38 <sup>th</sup> District
Michael Carey	Suisman, Shapiro, Wool, Brennan, and Gray
Todd O'Donnell	Union Station

***Other***

John Alexander

***ConnDOT***

Andy Davis	ConnDOT
Craig Bordiere	ConnDOT (Rails)

***SCCOG Staff***

James Butler	SCCOG
Dick Guggenheim	SCCOG

***Study Team***

Larry Englisher	TranSystems
Jim Wensley	TranSystems
Skip Smallridge	Crosby Schlessinger Smallridge
Jill Barrett	Fitzgerald & Halliday, Inc.
Paul Stanton	Fitzgerald & Halliday, Inc.
Stuart Popper	URS

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## Regional Intermodal Transportation Center Master Plan and Efficiency Study

Steering Committee Meeting #3

March 11, 2009



## Agenda

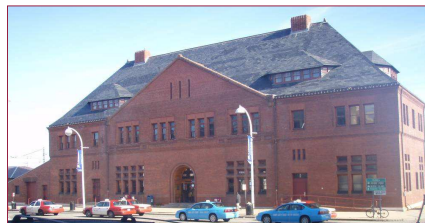
- **Welcome**
- **Transportation Needs and Deficiencies**
  - Discussion and confirmation of needs and desired improvements
- **Development Potential**
  - Discussion of development potential and input on synergy with transportation improvements
- **Next Steps**

## Transportation Needs and Deficiencies

- 1. Facilities and Current Operations
- 2. Intermodal Connections and Access to Downtown
- 3. Future Needs and Operational Impacts

## Union Station Building

- **1888 HH Richardson structure**
  - Exterior in good condition
  - ADA access good
  - Upper floor occupancy 20%
  - Transportation uses first floor
  - 33% rated amenities poor
- **Needs and deficiencies**
  - Customer amenities (food, retail)
  - Better information for all modes
  - Needs tenants to generate revenue for private owner



## Rail Platform Area

### ► Three tracks

- Two electrified passenger rail tracks
- One freight track (not electrified)

### ► Southbound platform

- At-grade access behind the station
- High level platform across State Street

### ► Northbound Platform

- At-grade & high level access behind station
- No access from the station to a northbound train once it enters the station



## Rail Operations

### ► Amtrak service

- 18 Northeast Regional trains each weekday – no plans to increase
- 20 Acela trains each weekday (only 3 stop in New London)
- Acela to increase to 32 trains by 2030 (no increase to New London)

### ► Shore Line East (SLE) service and expansion

- Currently 1 round trip/weekday
- Phase 2: 12 weekday and 9 weekend day trips in 2010
  - Estimated 120 weekday boardings
- Phase 3: 4-6 added round trips for commuting into New London

### ► Freight service

- One daily P&W freight train each direction

## Rail Operations (cont.)

### ■ Rail operations

- Passenger trains in station block State Street
  - No crossing between platforms
- Freight trains do not stop but can be up to 1 mile long
- P&W interchange with NECR no longer active but could resume

### ■ Needs and deficiencies

- Access between station and NB platforms not possible when a train is in the station
- 100+ weekday parking spaces needed for SLE, plus future growth

## Greyhound Terminal Building

### ■ Historic 1890 addition

- Exterior good condition / ADA issues inside

### ■ Greyhound operations

- Ticketing, freight handling and storage

### ■ Passenger ratings

- Worst ratings for amenities, comfort and schedule information

### ■ Needs and deficiencies

- Updated ticketing/waiting area, possibly consolidated with others
- Freight handling needs must be considered in any changes
- Better customer information is needed for all modes

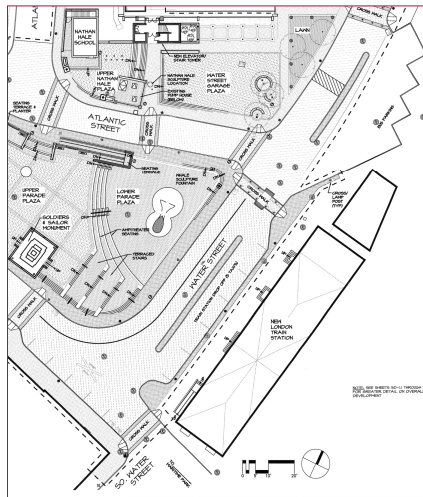


## Passenger Drop-off Area, Taxi Stand and Bus Bays

- **Limited taxi and auto drop off/pick up area at Union Station**
- **Configuration prior to Parade construction**
  - Shared area for pickup/drop-off, taxi and SEAT Foxwoods
  - Used as a taxi stand for whole city
  - Cruise ship buses occasionally displace others
- **Two angled intercity bus bays**
  - Greyhound must back out from angled bays or park across bays
- **Parade Project**
  - Better pedestrian access to the station
  - Reduced area for pickup/drop-off, taxi and SEAT Foxwoods
  - No change to intercity bus bays

## Passenger Drop-off Area, Taxi Stand and Bus Bays (cont.)

- **Needs and deficiencies**
  - Greyhound desires three bays and elimination of angled configuration
  - SLE expansion will increase need for pickup/drop-off
  - Likely inadequate pickup/drop-off/taxi area after Parade
  - May need to find new locations for some functions
  - Taxi stand could be moved away
  - Special events interfere with bus and pick-up / drop-off operations



## SEAT Transfer Hub Operations

### SEAT Transfer Hub

- Steel/Plexi-Glass shelter benches

### Services and operations

- 8 routes – buses pulse hourly
- Max. 6 at a time (inc. Foxwoods)

### Passenger ratings

- Worst passenger ratings of all groups

### SEAT plans

- No new routes
- Possible increased frequency
  - Increase to 7 buses/pulse
  - Increase to ½ hour pulse

### Needs and deficiencies

- Foxwoods route should board closer to other SEAT routes
- An indoor ticketing/information/waiting area is desirable
- Better customer information is needed for SEAT and other modes
- SEAT would like indoor office space for managing operations
- SEAT would like buses to be closer to Union Station
- Special events interfere with operations

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## Cross Sound Ferry Facilities

### Office, warehouse, repair and ticket buildings

### Four auto ferry and two passenger ferry slips

### Generally ADA compliant (lacks accessible routes)

### Large flexible area (some unpaved)

- For staging, parking (130 spaces), pick-up/drop-off and shuttle buses



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## Long Island Vehicle Ferry Operations

### Access and Loading

- Vehicle access via Governor Winthrop Boulevard RR crossing
- Ticketing currently inside ticket office (soon to be issued at gate)
- Vehicles are sorted by size in staging area or sent to standby

### Needs and deficiencies

- Increased demand will require conversion of parking to staging
- Accessible passenger drop-off and pickup area is needed



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## SeaJet and Casino Resort Shuttle Bus Operations

### Ticketing/parking

- Tickets sold at Orient Point
- Most park at Orient Point

### Ferry/bus loading/unloading

- 85% of SeaJet passengers connect to casino shuttle buses
- As many as nine buses are needed

### Needs and deficiencies

- Service & connections function well
- Operator would like a new terminal with a connection to parking



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## Block Island Ferry Operations

### ► Parking

- Most arrive by car and park
- 130 on-site spaces fill very early
- Most park across tracks

### ► Ticketing and loading

- No indoor ticket counter/waiting area (only first 100 under cover)

### ► Needs and deficiencies

- Indoor ticket counter/waiting area
- Poor pedestrian access from parking
- Additional nearby or easily accessed parking is needed
- Operator desires new terminal with connections to off-site parking



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## Fishers Island Ferry Facilities and Operations

### ► New two story building

### ► Two auto ferry slips

### ► Vehicle and pedestrian access

- Via State Street RR crossing
- ADA access is fair

### ► Parking

- Weekenders park in garage, commuters park all day on city streets
- No on-site parking

### ► Needs and deficiencies

- RR crossing can block access and delay operations
- Pedestrian safety at railroad crossing is a concern



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## Downtown Garages

- **Water Street in good condition**
  - City proceeding with recommended repairs
- **Governor Winthrop in poor condition**
  - Some repairs made, more needed
- **ADA issues (both garages)**
  - Too few handicapped parking spaces
  - Limited handicapped accessibility
  - No operating elevators
- **Capacity**
  - Water Street 975 spaces
  - Governor Winthrop 400 spaces



## Downtown Surface Lots

- **Julian lot**
  - 186 spaces in good condition
- **Eugene O'Neill North lot**
  - 125 spaces in fair condition
- **Eugene O'Neill South lot**
  - 130 spaces in fair condition
- **ADA issues at all three**
  - Lack required number of handicapped spaces and access routes



## Parking Utilization

### Peak summer Saturday occupancy

Facility	Capacity	Occupancy		Occupancy by Purpose			
				Ferry	Train	Work	Other
Water Street Garage	975	747	77%	508	72	125	43
Governor Winthrop Garage	400	150	38%	39	7	65	40
Eugene O'Neill Surface Lot (East)	125	132	106%	40	-	37	56
Eugene O'Neill Surface Lot (West)	130	28	22%	-	-	-	28
Julian Surface Lot	186	142	76%	122	6	10	3
Cross Sound Ferry	130	142	109%	122	-	-	20
<b>Total</b>	<b>1,946</b>	<b>1,341</b>	<b>69%</b>	<b>831</b>	<b>84</b>	<b>236</b>	<b>190</b>

### Needs and deficiencies

- Off-street parking for the RITC appears adequate under current conditions

## Traffic and Pedestrian Issues

### Street network

- Mostly one-way streets
- Generally in good condition

### Traffic Level of Service

- Peak summer Saturday LOS A, B, or C
- Current traffic operations are at an acceptable level of service

### Parade Project addresses pedestrian issues near Water & State

### Needs and deficiencies

- Narrow / missing sidewalks east side of Water St. past SEAT Hub
- Pedestrian issues at RR crossings should be addressed



## Railroad Crossings

### ► Governor Winthrop Boulevard

- 40 brief passenger train closings/weekday (23-26 on weekends)
- 2 freight train closings/day (4-8 minutes each)
- Impacts Cross Sound Ferry vehicular traffic

### ► State Street

- 23 passenger trains per weekday stop, blocking the street
- 17 Acela trains pass through per weekday without stopping
- 2 freight train closings/day (4-8 minutes each)
- Impacts pedestrian traffic to all ferries and northbound trains
- Impacts Fishers Island Ferry vehicular traffic

## Railroad Crossings (cont.)

### ► Needs and deficiencies

- Gate closings inhibit access to ferries, impacting ferry operations
- Gate closings inhibit pedestrian access to ferries and NB trains
- Pedestrian path across tracks at State Street could be improved



## Intermodal Connections and Access to Downtown

### Good Connections

- Close together
- Good level surfaces
- Esthetically pleasing
- Weather protected
- Free from obstructions
- Free from delays

### Poor Connections

- Require long walks
- Grades or level changes
- Less hospitable areas
- No weather protection
- Cross railroad tracks

## Key Pedestrian Connections

	Intercity Modes			Short Distance Modes					Local Modes		Vehicle Access		Downtown
	Amtrak	Greyhound	CSF Auto Ferry	Fishers Island	CSF Block Island	CSF SeaJet	Casino shuttles	SLE	SEAT	Taxi	Parking	Roadway Access	
Amtrak			■	■	■		□		■	■	■		■
Greyhound			■						■				■
CSF - Auto Ferry	■	■										■	■
Fishers Island	■										■	■	■
CSF - Block Island	■						□				■		■
CSF - SeaJet							■						■
Casino shuttles	□				□	■		□	□				■
SLE							□				□		□
SEAT	■	■					□		■				■
Taxi	■												■
Parking	■			■	■			□				■	■
Roadway Access			■	■							■	■	■
Downtown	■	■	■	■	■	■	■	□	■	■	■	■	■

Key Current Connection ■ Good ■ Poor ■ Must Cross Tracks

□ Key Future Connection

## Poor Key Connections

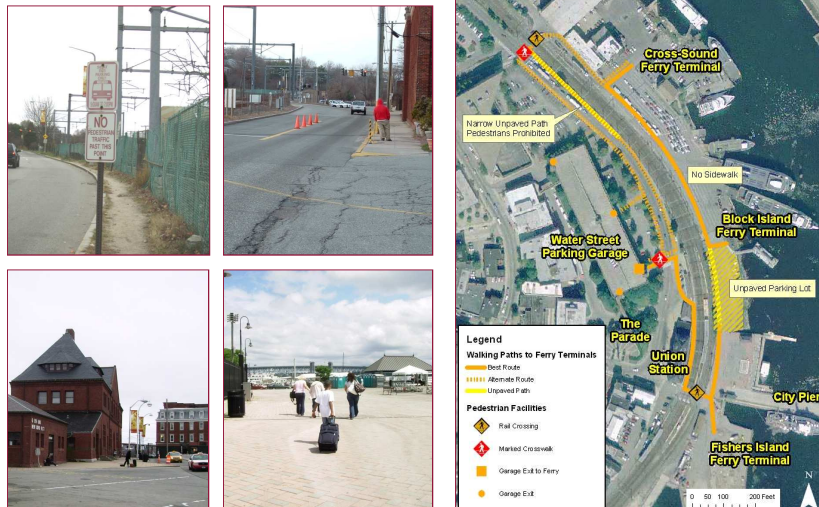
### ► Poor connections

- Greyhound to/from the Long Island Ferry
- Amtrak to/from the Long Island Ferry and the Block Island Ferry
- Water Street and Gov. Winthrop garages to/from the Block Island Ferry
- Union Station and SB rail platform from the Fishers Island Ferry
- Taxis and Water Street Garage to/from the Fishers Island Ferry
- Downtown to/from the Long Island Ferry and the Block Island Ferry

### ► Other connections crossing tracks at State Street

- Amtrak/SLE NB platform to/from the Water St. Garage, taxis, Foxwoods
- Amtrak/SLE NB platform to Union Station lobby and ticket counter
- Fishers Island Ferry roadway access

## Pedestrian Paths to Cross Sound Ferry



## Wayfinding Signage and Facility Design

### ■ Misleading wayfinding signage

- Vehicle wayfinding and pedestrian wayfinding signage give conflicting messages
- Signage from the SB rail platform/Greyhound to the ferries points toward Governor Winthrop Boulevard

### ■ Wayfinding improvements needed

- From the Water Street Garage to the Block Island Ferry
- From Cross Sound Ferry to all other modes
- From the NB rail platform
- From SEAT
- Design of facilities should make wayfinding obvious

## Future Needs and Operational Impacts

### ■ Current Ridership

- Annual
- Daily
- Recent Trends

### ■ Future Scenarios

- Ridership
- Service changes
- Parking impacts

## Current Annual Ridership at the RITC

Transportation Mode	Annual Riders
Amtrak	169,112
Greyhound	68,000
Long Island Auto Ferry	1,000,000
Casino Shuttles	196,000
SeaJet Ferry	230,000
Block Island Ferry	88,000
Fishers Island Ferry	160,000
SEAT	175,000
<b>Total Passengers</b>	<b>2,086,112</b>

Vehicle Ferry	Annual Vehicles
Long Island Ferry	470,000
Fishers Island Ferry	40,000
<b>Total Vehicles</b>	<b>510,000</b>

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## Recent Ridership Trends

### ■ Rail and bus services

- Amtrak New London ridership increasing 6% annually
- SLE systemwide ridership increased 6% annually 2003-2007
  - weekday ridership up 12% in 2008
- SEAT systemwide ridership increasing 8%-9% annually
- Greyhound ridership specific to New London is not available

### ■ Ferry services

- Long Island Ferries down 5% since peak in 2004
- Block Island Ferry down 16% since peak in 2005
- Fishers Island Ferry ridership is stable

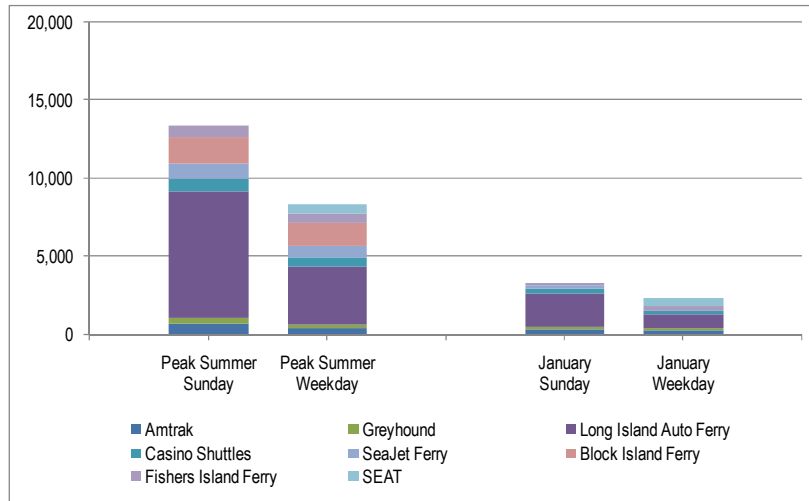
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## Current Estimated Daily Ridership at the RITC



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## Future Scenarios

### Two scenarios –low and high growth

- For setting reasonable upper and lower bounds for decision-making
- Reflect assumptions based on past trends and input from operators
- NOT result of a comprehensive demand analysis
- NOT projections of future travel

### Two horizon years – 2015 and 2030

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## Low Growth Scenario

### ▀ Ridership

- No net growth through 2012
- Moderate (4%) bus/rail annual growth to 2015; 1-2% ferry growth
- Lower growth rates 2016-2030

### ▀ Services

- No change in Amtrak service
- Shore Line East Phase 2 implemented around 2011
- SEAT provides hourly service on all routes by 2015
- Shore Line East Phase 3 implemented after 2015
- Some additional trips on Greyhound after 2015
- Some additional trips on all Cross Sound Ferry services after 2015

## High Growth Scenario

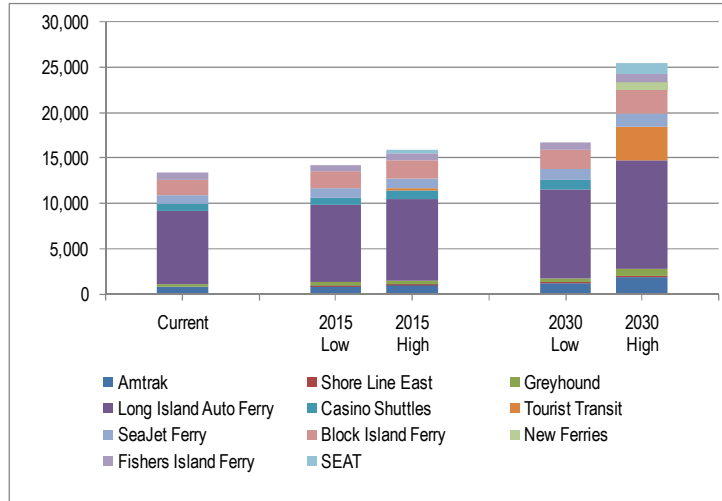
### ▀ Ridership

- No net growth through 2011
- Recent bus/rail growth trends resume to 2015; 2-3% growth on ferry
- More moderate growth 2016-2030

### ▀ Services

- Additional Acela service stopping in New London
- Shore Line East Phase 2 and 3 implemented before 2015
- SEAT adds Sunday service and increases weekday frequency by 2015
- Tourist Transit System implemented (pilot by 2015 – full by 2030)
- Additional trips on SLE, Greyhound and Cross Sound Ferry after 2015
- New passenger-only ferry services after 2015

## Future Scenario Peak Summer Sunday Ridership



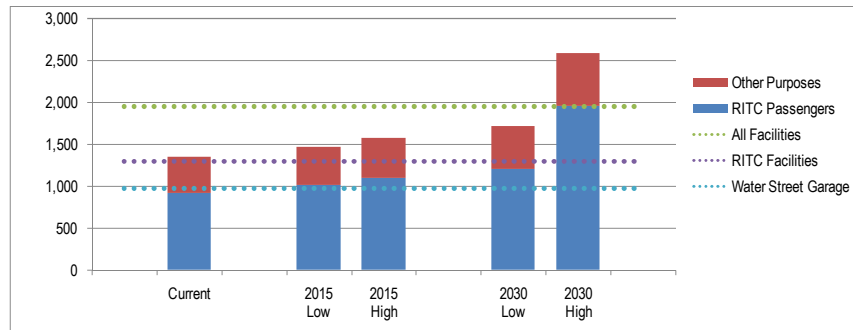
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## Potential Parking Impacts – Peak Summer Saturday



### Future parking needs

- Water Street Garage alone cannot handle RITC demand
- Maintaining/replacing Julian and ferry lots sufficient through 2015
- Overflow or displacement from Water Street Garage after 2015
- All downtown parking needed for RITC in 2030 high growth

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## Summary of Desired Improvements

### Buildings and Facilities

- Encourage full use of the Union Station building
- Provide more retail/food amenities in the Union Station area
- Provide permanent space for an updated, fully accessible Greyhound ticketing/waiting area
- Consolidate bus/rail ticket functions where possible (maintain Greyhound freight service)
- Provide an indoor waiting area for SEAT in or near the station and near SEAT buses
- Provide an indoor office area for SEAT operations
- Provide a sheltered or indoor ticketing/waiting area for the Block Island Ferry
- Provide more amenities for Block Island Ferry passengers
- Bring Water Street and Governor Winthrop parking garages to proper physical condition
- Repair elevators and bring Water Street and Gov. Winthrop parking garages into ADA compliance
- Provide accessible routes to/from the Eugene O'Neill Drive lots

### Parking Capacity

- Ensure a sufficient number of weekday parking spaces for Shore Line East expansion
  - At least 100 in 2010
  - Up to 200-300 in the future
- Provide sufficient cost-effective parking for summer weekend demand
  - Replace on-site ferry parking if it needs to be converted to vehicle staging
  - Maintain or replace the Julian lot if it becomes unavailable for weekend RITC users
  - Increase weekend parking (sometime after 2015)
- Increase the number of handicapped-accessible parking spaces
  - Water Street and Governor Winthrop garages
  - Eugene O'Neill lots

### Street Space and Bus Stops

- Provide at least nine bus bays (2-3 Greyhound; 6-7 SEAT) – with no buses backing out
- Provide a stop for the SEAT Foxwoods/Tourist Transit with a convenient pedestrian connection to downtown, the rail station and SEAT
- Provide a stop for the casino shuttles/Tourist Transit with a convenient connection to the SealJet
- Provide an adequate pick-up/drop-off area for rail (Amtrak and SLE) and Greyhound passengers
- Provide a taxi stand (not necessarily at Union Station)
- Manage conflicts for curb space between the different uses
- Provide a pick-up/drop-off area(s) for Cross Sound Ferry (for both Long Island and Block Island)

### Traffic

- Minimize delays to ferry traffic caused by railroad crossing closures
- Minimize interference with bus circulation caused by special events
- Minimize interference with auto access to ferries caused by special events
- Optimize signalization at Water Street/Governor Winthrop intersection to minimize vehicle delays and maintain vehicle access to ferries

### Pedestrian Connections

- Maintain or enhance existing good connections
  - Union Station and southbound platform to taxis, rail pick-up/drop-off area, SEAT Foxwoods
  - Northbound rail platform to Fishers Island Ferry
  - Greyhound to/from SEAT, taxis and pick-up/drop-off area
  - SealJet to/from casino shuttles and future Tourist Transit stops
  - Downtown to/from Union Station, southbound rail platform, Greyhound and SEAT
- Improve directness, attractiveness, safety, accessibility and physical condition of the pedestrian connections to the ferry terminals and improve wayfinding
  - Parking facilities and rail platforms to/from Block Island Ferry
  - Greyhound and Amtrak station to/from Long Island Ferry
  - Downtown to/from all ferries
- Improve pedestrian crossing of tracks at Union Station/State Street
  - Improve wayfinding and safety
  - Minimize delays from gate closings
  - Using existing surface crossing or new grade-separated crossing
- Provide pedestrian improvements at Water Street/Governor Winthrop intersection to ensure pedestrian safety and accessibility

### Information, Orientation and Aesthetics

- Provide static route and schedule information for all modes at all locations including maps for making connections at the Intermodal Center
- Provide standardized wayfinding signage for all connections
- Provide standardized wayfinding signage to downtown from all RITC facilities
- Provide standardized vehicle wayfinding signage to all parking facilities, pick-up/drop-off areas and ferry terminals
- Provide real-time connection information for passengers connecting between bus/rail and ferries
- Provide ferry and bus operators with real-time expected arrival information on rail and ferry
- Enhance the appearance of the rail alignment, bus facilities and Water Street Garage to create a more pedestrian- and tourist-friendly environment

## Potential Development – Market Analysis

### Agenda

- Purpose
- Study Area- Strengths, Challenges, & Opportunities
- Residential, Office and Retail Market Findings
- Summary
- Next Steps



## Purpose

- **Examine the market potential of the area surrounding the RITC and the Historic Waterfront District (Downtown)**
  - Assess demographic and economic conditions
  - Analyze key target residential, office and retail markets
- **Provide strategies to improve the market image of the RITC and Downtown**
- **Identify opportunities for retail, office, and residential development surrounding the RITC and Downtown**

## Study Area



Downtown  
(Historic  
Waterfront District)  
Boundary

Union Station

## Unique Attributes of Downtown New London

### Strengths

- Multimodal center with regional/intercity connections
- Large regional tourist industry
- Growing residential population and burgeoning cultural class

### Challenges

- Obsolete retail space and commercial space
- Perception of crime
- Difficult pedestrian connections to the RITC
- Small residential and worker population; lower income
- Significant competition for tourism

## Unique Attributes of Downtown New London - Opportunities

- Build on economic/demographic trends
- Expand the residential presence of young professionals and empty nesters
- Enhance the marketing/branding campaign
- Expand demand from downtown residents and employees, regional residents, transit users, tourists, and college students
- Improve streetscape to attract visitors
- Bolster entertainment/arts/cultural events



## Economic and Demographic Conditions

Selected Current Demographics, 2008

	Downtown New London	½ Mile Walkshed	City of New London	New London County	Downtown as % of City
Population	511	2,425	26,252	268,890	2%
Households	421	1,239	10,433	105,937	4%
Household Size	1.22	1.90	2.22	2.43	-
Labor Force (16+) At-Place	364	1,866	21,201	215,546	1.7%
Employment	3,059	4,053	15,468	112,560	20%
Median HH Income	\$20,250	\$21,787	\$39,534	\$64,622	-
Median Home Value	\$210,000	\$168,085	\$191,004	\$264,500	-
Median Age	44.5	32.3	31.2	39.5	-

Source: ESRI Business Information Solutions, Main Street New London BBPC 2008

## Development Scenario Assumptions

### Low Scenario

- Reflects a relatively low level of investment needed to **maintain** downtown's existing capture rates of market area residential, office, and retail demand

### Mid Scenario

- Reflects a mid range of investment needed to **increase** downtown's capture rate of the market area residential, office, and retail demand

### High Scenario

- Reflects a higher level of investment needed to **further increase** downtown's capture rate **and** attract additional demand from outside the market area

## Residential Market

### ► Sources of Demand:

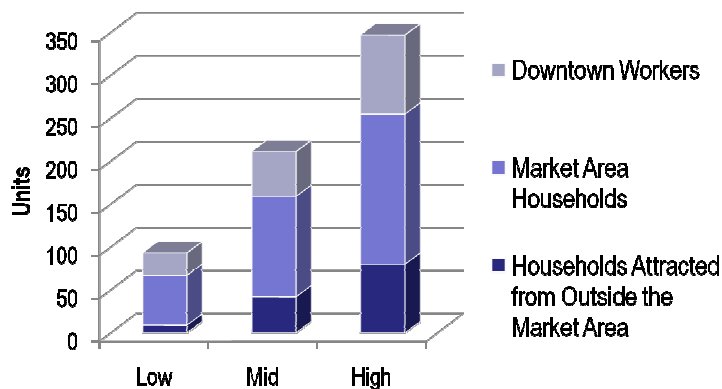
- Existing and projected household growth in the county
- Additional downtown office workers
- Relocations of households into the county to take advantage of transit and downtown amenities

### ► Target Households:

- Moderate income young professionals,
- Higher income empty nesters
- Artists

## Residential Market Conclusions

### 2008-2018 Downtown Residential Demand by Source and Scenario



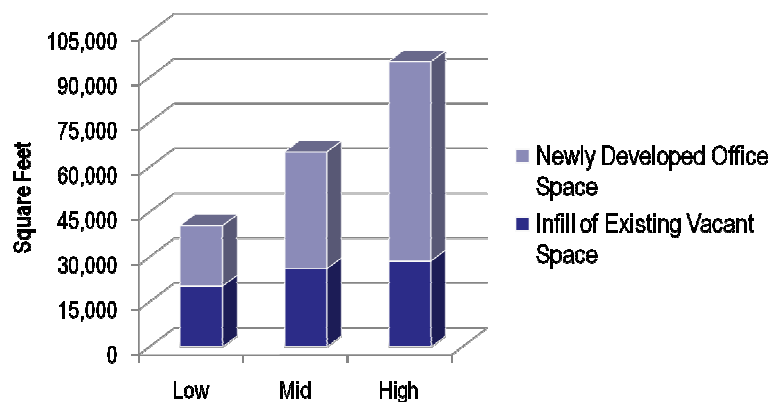
## Office Market

### ► Sources of Demand

- Regional strength in bioscience and healthcare, technology, defense and maritime industries
- New companies attracted to serve existing businesses
- Existing companies establishing small, local satellite offices
- Locally based start-up firms seeking spaces with lower rents

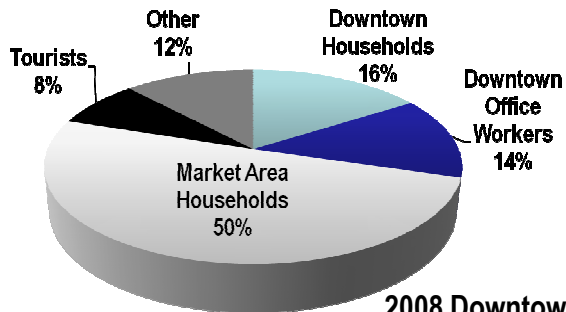
## Office Market Conclusions

### 2008-2018 Downtown Office Demand by Source and Scenario



## Retail Market

### 2008 Downtown Sources of Retail Sales (\$22.7M)

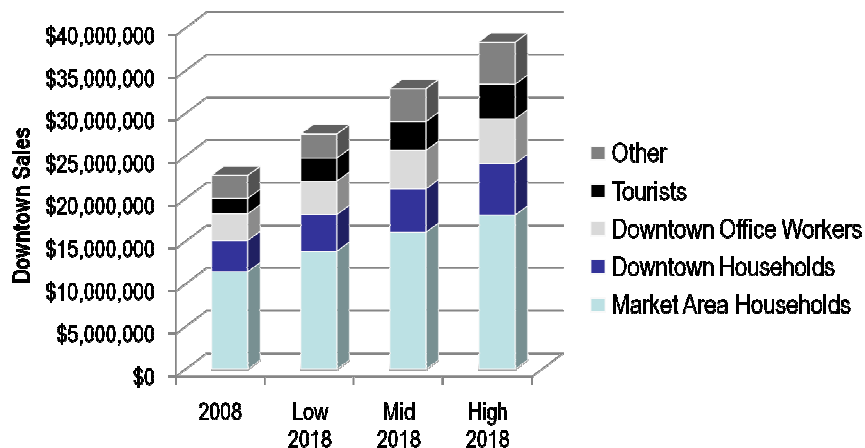


### 2008 Downtown Capture Rates

(% of Expenditure Potential Captured in Downtown)

- Downtown Households = 17%
- Downtown Office Workers = 68%
- Market Area Households and Tourists each = < 1%

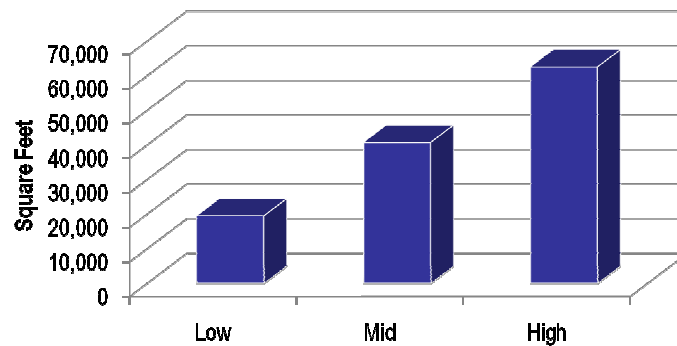
## 2008 Existing Sales by Source and 2018 Projected Sales By Source and Scenario



## Retail Market Conclusions

### 2008-2018 Downtown Retail Square Feet Demand by Scenario

#### Additional Occupied Retail Space



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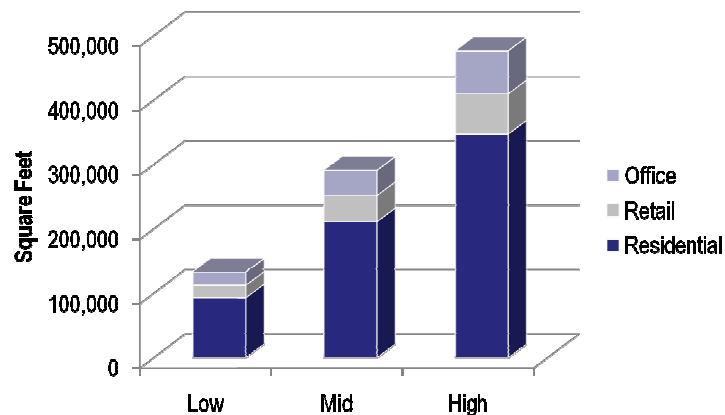
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## Summary of Market Demand

### 2008-2018 Downtown Supportable Development by Use and Scenario



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## Summary

- **Development market opportunities focus on residential**
  - Approximately 72% of total projected space is residential
  - Remainder is evenly distributed between retail and office
- **Public sector investment influences the level of supportable space**
  - Low Development Scenario: 130,000 SF
  - Mid Development Scenario: 288,000 SF
  - High Development Scenario: 475,000 SF
- **Given the current economic downturn, the majority of the growth will occur in the later part of the 10 year period**
- **This provides an opportunity in the near term to position the downtown as a more attractive option and competitive location for future growth**
- **Proximity to the RITC provides a market advantage, particularly to attract households seeking easy access to other metropolitan areas**

## Redevelopment and Implementation Strategies

- **Based on the market analysis findings**
- **Identify candidate opportunities**
- **Obtain stakeholder input**
- **Develop ideas and incorporate into the improvement options and Master Plan**



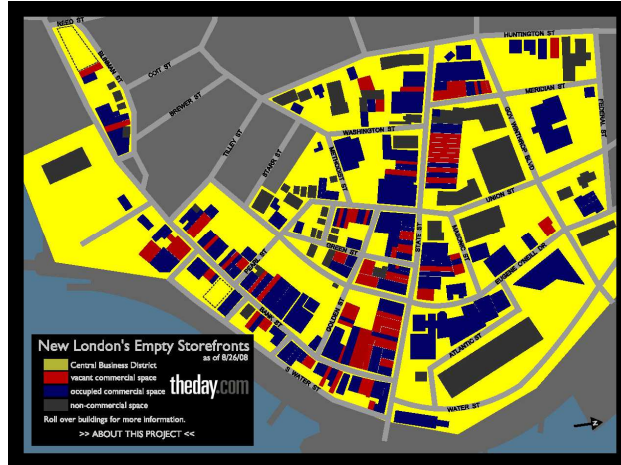
## Strategies

- **Locate new development proximate to the RITC**
- **Reinforce/support existing retail concentration**
- **Create attractive, high-amenity environment to attract future residents and visitors who use the RITC**
  - Create lively street life and a beautiful pedestrian environment
  - Leverage Union Station and The Parade
  - Alter the blank wall presented by the Water Street Garage
  - Incorporate a large “event” space
- **Include a range of potential sites**
  - Older buildings, infill parcels, vacant parcels/redevelopment sites
  - Consider both short-term and long-term opportunities

## Downtown Development Program - Low, Mid, High



## Empty Storefronts



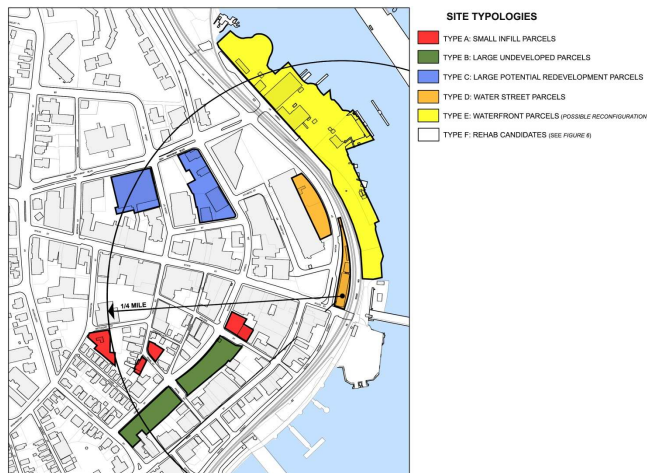
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## Potential Redevelopment Sites



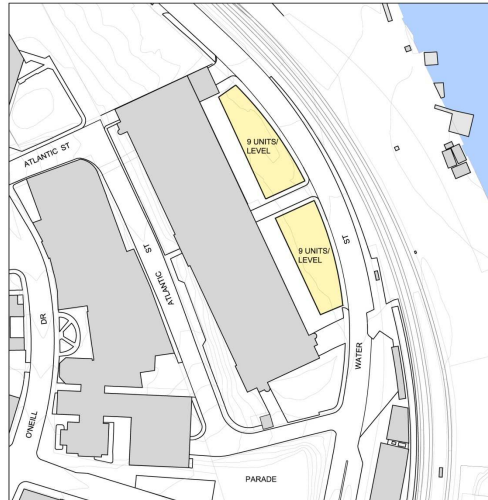
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## Water Street Garage Opportunity for Housing



### CONCEPTUAL HOUSING SCHEME

#### DEVELOPMENT PROGRAM:

- 1,000 GSF/UNIT
- TWO SINGLE-LOADED BUILDINGS (\$9,000 GSF EACH)
- 5 FLOORS

CAPACITY: 90 UNITS

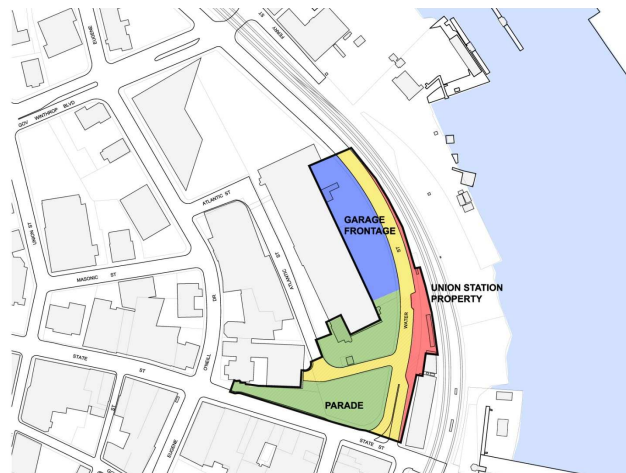
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## Potential Events Space



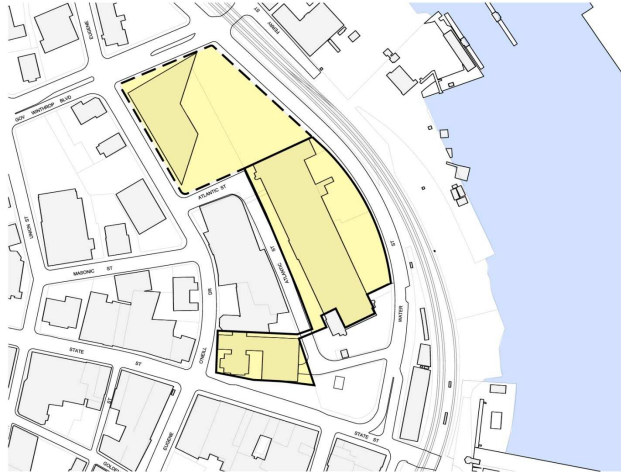
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## Potential Long Range Opportunity



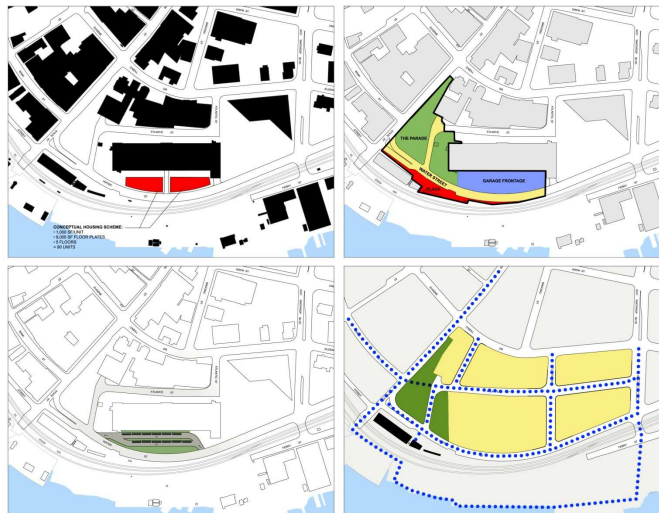
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## Options



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## Next Steps

- Define specific transportation improvements and development opportunities
- Identify candidate improvement schemes, incorporating compatible transportation and development elements
- Obtain COG, City and Steering Committee feedback
- Narrow set of reasonable alternatives
- Evaluate costs and impacts of alternatives

## Appendix

## Current Estimated Daily Ridership at the RITC

Transportation Mode	Peak Summer Sunday	Peak Summer Weekday	January Sunday	January Weekday
Amtrak	760	476	353	316
Greyhound	320	200	160	100
Long Island Auto Ferry	8,114	3,674	2,183	948
Casino Shuttles	806	623	233	175
SeaJet Ferry	949	733	274	
Block Island Ferry	1,695	1,494		
Fishers Island Ferry	746	573	165	327
SEAT		629		515
<b>Total Passengers</b>	<b>13,390</b>	<b>8,402</b>	<b>3,368</b>	<b>2,381</b>
Long Island Ferry	3,033	1,657	914	539
Fishers Island Ferry	248	153	68	72
<b>Total Vehicles</b>	<b>3,281</b>	<b>1,810</b>	<b>982</b>	<b>611</b>

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## Future Scenario Annual Ridership

Transportation Mode	Current	Low		High	
		2015	2030	2015	2030
Amtrak	169,112	197,837	266,263	226,310	407,572
Shore Line East		76,041	102,341	86,985	156,654
Greyhound	68,000	79,550	107,064	90,999	163,885
Long Island Auto	1,000,000	1,040,604	1,208,109	1,104,081	1,485,947
Casino Shuttles	196,000	212,157	246,307	227,218	
Tourist Transit				26,000	389,000
SeaJet Ferry	230,000	248,959	289,034	266,633	358,853
Block Island Ferry	88,000	95,254	110,587	102,016	137,300
New Ferries					44,000
Fishers Island Ferry	160,000	160,000	160,000	160,000	200,000
SEAT	175,000	220,933	397,889	257,132	616,233
<b>Total Passengers</b>	<b>2,086,112</b>	<b>2,331,336</b>	<b>2,887,594</b>	<b>2,547,374</b>	<b>3,959,444</b>
Long Island Ferry	470,000	489,084	567,811	518,918	698,395
Fishers Island Ferry	40,000	40,000	40,000	40,000	40,000
<b>Total Vehicles</b>	<b>510,000</b>	<b>529,084</b>	<b>607,811</b>	<b>558,918</b>	<b>738,395</b>

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## Future Scenario Peak Summer Sunday Ridership

Transportation Mode	Current	Peak Summer Sunday			
		Low		High	
		2015	2030	2015	2030
Amtrak	760	889	1,197	1,017	1,832
Shore Line East		58	79	67	121
Greyhound	320	374	504	428	771
Long Island Auto Ferry	8,114	8,443	9,803	8,958	12,057
Casino Shuttles	806	873	1,013	935	
Tourist Transit				275	3,647
SeaJet Ferry	949	1,027	1,192	1,100	1,480
Block Island Ferry	1,695	1,835	2,131	1,966	2,645
New Ferries					848
Fishers Island Ferry	746	746	746	746	933
SEAT				462	1,108
<b>Total Passengers</b>	<b>13,390</b>	<b>14,246</b>	<b>16,664</b>	<b>15,954</b>	<b>25,441</b>
Long Island Ferry	3,033	3,157	3,665	3,349	4,507
Fishers Island Ferry	248	248	248	248	248
<b>Total Vehicles</b>	<b>3,281</b>	<b>3,405</b>	<b>3,913</b>	<b>3,597</b>	<b>4,755</b>

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## Potential Parking Impacts – Peak Summer Saturday

	Current	Low		High	
		2015	2030	2015	2030
<b>RITC Users:</b>	<b>915</b>	<b>1,016</b>	<b>1,199</b>	<b>1,095</b>	<b>1,948</b>
Existing Ferries	831	896	1,037	958	1,287
New Ferries					413
Amtrak	84	98	132	113	203
Shore Line East		22	30	25	45
<b>Non-RITC Users:</b>	<b>426</b>	<b>444</b>	<b>515</b>	<b>471</b>	<b>634</b>
Work in New London	236	246	285	261	351
Other	190	198	230	210	283
<b>Total Vehicles</b>	<b>1,341</b>	<b>1,460</b>	<b>1,714</b>	<b>1,566</b>	<b>2,581</b>
<b>% Total Capacity</b>	<b>69%</b>	<b>75%</b>	<b>88%</b>	<b>80%</b>	<b>133%</b>

■ Total downtown capacity exceeded only in 2030 high growth

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## RITC Parking Demand vs. Capacity

	Capacity	Current	Low		High	
			2015	2030	2015	2030
Total RITC Parkers		915	1,016	1,199	1,095	1,948
All Facilities	1,946	47%	52%	62%	56%	100%
RITC Facilities *	1,291	71%	79%	93%	85%	151%
Water Street Garage	975	94%	104%	123%	112%	200%

\* Ferry lot, Julian lot, and Water Street Garage

### Future parking needs

- Water Street Garage alone cannot handle RITC demand
- Maintaining/replacing Julian and ferry lots sufficient through 2015
- Overflow or displacement from Water Street Garage after 2015
- All downtown parking needed for RITC in 2030 high growth

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## Market Analysis Methodology

- Industry standard research process
- Evaluate existing conditions and emerging demographic and economic factors
- Examine downtown and transit oriented development factors
- Assess competitive market position
- Identify public/private development opportunities

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## Low Scenario

- Marketing of downtown businesses
- Continue support of annual events
- Continue grant and loan programs for businesses
- Existing business retention
- Visitor's information kiosk in the RITC
- Encourage green building through education
- Maintain streamlined development review systems
- Educate retailers on benefits of clustering
- Install signage to parking facilities
- Continue to coordinate with regional and local non-profit groups

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## Mid Scenario

- Expanded Version of Everything in the Low Scenario Plus:
- Expand marketing within the region
- Expand special events to occur throughout the year
- Improve walkability and enhance gateway features
- Locate a welcome center
- Recruit downtown employee and resident serving retail
- Reduce permit fees and provide assistance for buildings obtaining LEED certification
- Provide a special event/seasonal transit service
- Enact flexible zoning provisions to facilitate transit oriented development
- Provide additional funding to downtown improvement groups

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## High Scenario

- Expanded Version of Everything in the Low and Mid Scenarios Plus:
- Facilitate provision of sites for redevelopment proximate to Union Station and the RITC
- Create a large public event space
- Broaden marketing efforts to recruit businesses and retailers from outside the area
- Enhance gateways (specifically the Water Street Garage) and streetscapes to improve pedestrian environment
- Develop one or more visitor attraction centers (examples: mini-museum, audio-visual center and gift shop)
- Create a restaurant row or cluster of specialized uses
- Expand public transportation by implementing a downtown circulator
- Provide new shared use parking

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## Downtown Residential Market

- 442 units (5% vacant)
- Additional 58 units planned, proposed or under construction
- “The past five years alone produced about 200 new housing units” The Day Newspaper 9/22/08
- Growing national/regional trend towards downtown living
- Benefits of transit
  - Likely non-commuter trips



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## Downtown Office Market

- 426,109 SF of office space in approximately 50 buildings
- 21% is vacant; 80% of vacancies in 3 buildings
- Inventory of older office space in downtown, the city and the county
- Largest users are “office services”
  - Business, Legal, Social Services, Publications, Architects/Engineering/Construction

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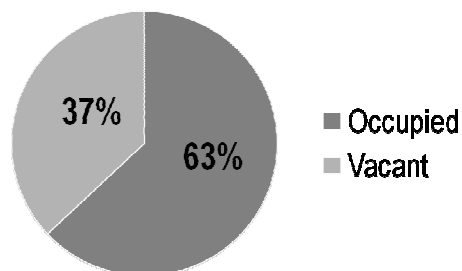
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## Downtown Retail Market

- 387,610 SF of retail space in approximately 156 units
- 89 retail establishments
- 37% is vacant
- Total 2008 retail sales of \$22.7M



- Constraints
  - Perceived lack of parking
  - Aging and/or odd-shaped buildings
  - Low pedestrian and vehicular traffic
  - Competition from suburban malls

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## SUMMARY OF MEETING

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<b>Project:</b>	<b>Regional Intermodal Transportation Study</b>
<b>Date of Meeting:</b>	1:30 PM, Wednesday, March 11, 2009
<b>Location of Meeting:</b>	New London City Hall, Council Chambers
<b>Purpose of Meeting:</b>	Presentation of key findings of Tasks 2, 3, 4, and 5 to the Steering Committee
<b>Meeting Attendance:</b>	Attendees listed on pages 3 & 4

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Larry Englisher, the Consultant Project Manager, along with Jim Wensley and Stuart Popper (of URS), presented a summary of key findings of Tasks 2, 3 and 4. They outlined transportation needs and deficiencies by describing the current facilities and current operations, intermodal connections and wayfinding and access to downtown as well as future needs and operational impacts under a low and high scenario for 2015 and 2030. Following the presentation the Steering Committee engaged in a discussion with these comments:

Charles Curtin: I've been in the taxi business for 70 years and believe the report is flawed because it eliminates the space for taxi cabs in front of the train station. Taxis are an integral part of the system, and taxi service complements, rather than competes with, other transportation services. The parking count is flawed as 25% of the taxis leave from the railroad station. He indicated that Union Station is not the only taxi stand for the city. There will be a security problem with women walking at night if the taxi stand is moved too far from the train station. Perhaps the cab station should be put on the other side of the station.

Larry Englisher responded that it was not the intent of this report to recommend eliminating the taxi stand from Union Station and that the team would be glad to discuss the issue further and will follow up.

Tony Sheridan believes the Parade project is causing a loss in space for the taxis, especially with a raised median. Todd O'Donnell noted the raised median is not being installed. Pavers are being used instead.

Sandra Chalk asked if the team had looked into using the space on the east side of the Water Street garage as a location for transportation services. Larry Englisher said options for this space would be evaluated in the next phase of the study. Sandra also asked if the team had information on how far people are willing to walk to services. Larry responded that generally a ¼ mile standard is used. The team is looking at vacant spaces within that radius.

Dan Karp asked a series of questions: 1) Are the desired improvements on the meeting handout in any priority order? Response: No, they are arranged by subject area. 2) What do you mean by providing "accessible routes" to the Eugene O'Neill Drive lots? Response: More accessible sidewalks and designated ADA compliant routes. 3) Are the wayfinding signs designed for vehicles or pedestrians? Response: Both – for people and autos. 4) A desired improvement is more food and retail at the train station. Why aren't you looking at getting people to go to the existing downtown restaurants? Response: We are looking at that as well.

Penny Parsekian said if people have only a few minutes they won't leave the station, but if they have time and there is good wayfinding, combined with the improvements with the parade project, a lot of the problem of getting people out of the station and on the streets will go away.

John Markowicz asked why a car rental is not being considered. Larry Englisher responded that car rental facilities are mentioned in the report but was not included in the slide presentation.

Todd O'Donnell asked if the study team had any information comparing walking distances between trains, ferries and parking in other cities. Larry Englisher responded that specific information was not gathered as facilities in New London are closely located. Larry added that it is generally understood that the quality of the walking experience is also a very significant factor. People perceive distance between destinations as closer than it may be in reality if the environment is pleasant or farther away than in reality if the walk is inhospitable.

Kevin Cavanaugh requested the study team come back to the Steering Committee with a prioritized list, including 1-2 major items that would have the most impact. These items may be the most costly and take the longest time but result in the biggest impact.

Tony Sheridan asked if the region was on track for the next round of federal funding. Jim Butler said Congress had not yet authorized the next round of the Surface Transportation Act, which would succeed SAFETEA-LU, and which would create funding for projects like this.

Jim Prost (of Basile Baumann Prost and Cole) and Skip Smallridge (of Crosby Schlessinger and Smallridge) made a presentation to the Steering Committee on the topic of transit-oriented economic development. They elaborated on New London's strengths, challenges and opportunities, market analysis findings (residential, office and retail) as well as redevelopment and implementation strategies. Steering Committee members expressed the following views in the ensuing discussion:

Dan Karp said he thought marketing was very important for downtown New London and new parking was needed. Jim Prost said the study team recognized the need to have parking near development but wanted to understand the relationship between parking and destinations so parking could be optimized. Larry Englisher added that a goal of the parking analysis that was done was to understand the peaking characteristics of different uses. Dan Karp said he thought there was a dichotomy of interests, do we want to make parking convenient for travelers to get in and out of the city quickly or do we want to expose them to downtown? Larry Englisher responded that he thought the RITC plan should strike a balance between these two objectives.

Tony Sheridan said the information provided by the consultant was excellent but wondered if consensus about an approach to take might be easier to reach if the consultant would provide information on what has worked elsewhere that would be applicable in New London. Larry indicated that at the next meeting when we present options we can provide some examples from elsewhere.

John Markowicz asked if there was a recommended height to new construction. Skip Smallridge suggested 4-5 stories for buildings on Bank and State Streets but from the Radisson and beyond the heights could be greater. John also asked that the team consider the impact on parking that would occur with increased service from Shore Line East (SLE) rail service and the need for

rental cars for people accessing New London on public transportation. Martin Berliner responded that it was understood that more commuters would be coming to New London when Shore Line East expands service. Deputy Commissioner of CT DOT Albert Martin said increased SLE service would come and it won't take 10 years.

Todd O'Donnell remarked that the world has been turned upside down since the study started and wondered if the study could be sped up. Would projects that address infrastructure qualify for stimulus money?

In response to a question from John Markowicz, Jim Butler confirmed that CT DOT had officially accepted the recommendation of Task 1A of the study - that the RITC should remain in downtown New London, rather than move to the Fort Trumbull area.

The meeting adjourned at 3:40 pm. The next Steering Committee meeting will be held in May or June.

### **Meeting Attendees:**

#### ***Steering Committee:***

Tony Sheridan	Chamber of Commerce of Eastern CT
Kevin Cavanagh	City of New London
Harry Smith	City of New London
Jenny Contois	Congressman Joe Courtney
John Gaucher	Connecticut DEP
Stan Mickus	Cross Sound Ferry
Charles Curtin	Curtin Transportation
Dan Karp	Daniels Dairy Downtown
Jeffrey Nelson	Governor's Eastern Office
Tom Stone	Greyhound
John Brooks	New London Development Corporation
Sandra Chalk	New London Landmarks
Frank McLaughlin	New London Main Street
Kip Bochain	New London Parking Commission
Martin Berliner	SCCOG, City of New London
Dan Steward	SCCOG, Town of Waterford
Ella Bowman	SEAT
John Markowicz	seCTer
Michael Carey	Suisman, Shapiro, Wool, Brennan, and Gray
Todd O'Donnell	Union Station

#### ***Other***

Penny Parsekian	New London Main Street
Nat Trumbull	UConn – Avery Campus

***ConnDOT***

Andy Davis	ConnDOT (Planning)
Craig Bordiere	ConnDOT (Rails)
Albert A. Martin	Deputy Commissioner

***SCCOG Staff***

James Butler	SCCOG
Dick Guggenheim	SCCOG

***Study Team***

Larry Englisher	TranSystems
Jim Wensley	TranSystems
Jeff Reeder	TranSystems
David Miller	TranSystems
Shruti Rathore	TranSystems
Skip Smallridge	Crosby Schlessinger and Smallridge
Jim Prost	Basile Baumann Prost and Cole
Jill Barrett	Fitzgerald & Halliday, Inc.
Carla Tillery	Fitzgerald & Halliday, Inc.
Stuart Popper	URS

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## Regional Intermodal Transportation Center Master Plan and Efficiency Study

Steering Committee Meeting #4

June 30, 2009



### Agenda

- Introduction
- Short Term Alternatives and Evaluation
  - Discussion
- Long Term Vision Concepts and Evaluation
  - Discussion
- Next Steps

## Introduction – Recent Activities

- Reviewed transportation needs, development opportunities
- Conducted a team charrette to generate ideas
- Identified a set of preliminary candidate improvements
- Discussed with COG, City and stakeholders
- Refined the candidate set of improvements
- Conducted screening (qualitative) evaluation
- Identified trade offs in technical memorandum
- Now seek to narrow focus on best alternative(s) – particularly for short term

## Major Issues to Address

- Parking Demand
- Needs of Individual Modes
- Intermodal (Pedestrian) Linkages
- Development Opportunities
- Ability to Phase Improvements

## Guiding Principles

- Make transfers between modes safe, convenient and comfortable
- Preserve and enhance viability and growth of the transportation operators and local businesses
- Create an attractive gateway and encourage traveler visitation
- Consider both public and private property owner goals
- Look for public-private cooperation opportunities, not takings
- Maximize development opportunities that are likely given character and advantages of New London
- Capitalize on the synergies of transportation and development
- Balance the space needs of transportation and development

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June 30, 2009

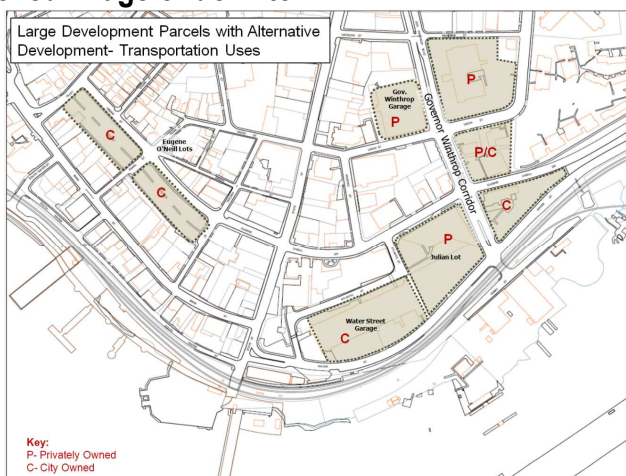
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## What Would Encourage Development?

- Significantly improved image of downtown
- Active, attractive streetscape
- Enhanced visual/physical link between downtown and the RITC
- Consideration of negative perceptions of bus facilities
- Critical mass on key parcels: Water Street Garage parcel could be the key



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## Water Street Garage Parcel and Potential Development

- Would require phased implementation of replacement parking and new development
- Could take many years to achieve
- Full potential is reflected in long term vision concepts
- Short term alternatives address immediate transportation, pedestrian and aesthetic improvements

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## Short Term Improvements

### *With Existing Water St. Garage and Marginal Demand Increase*

- Address transportation deficiencies including pedestrian issues and environment
- Are specific
- Have low costs
- Feasible - City or transportation providers can take action
- Elicit consensus
- Do not preclude desired long term vision
- May include temporary actions

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## Long Term Vision Concepts

### *With Reuse of Water Street Garage Parcel and Expanded Transportation Facilities*

- General vision of future
- Meet long term transportation needs
- Capture major development opportunities
- Do not need to achieve consensus at this time
  - Master Plan could include more than one long term vision
  - Allow for flexibility so City can respond to development opportunities as they arise

## Short Term Improvements – Urgent Needs

- Enhancing pedestrian safety and environment
- Facilitating transfers
- Improving wayfinding
- Enhancing bus passenger amenities
- Enhancing the aesthetic appearance and welcoming visitors
- Encouraging transportation uses at Union Station

## Short Term – Improvements Common to Alternatives

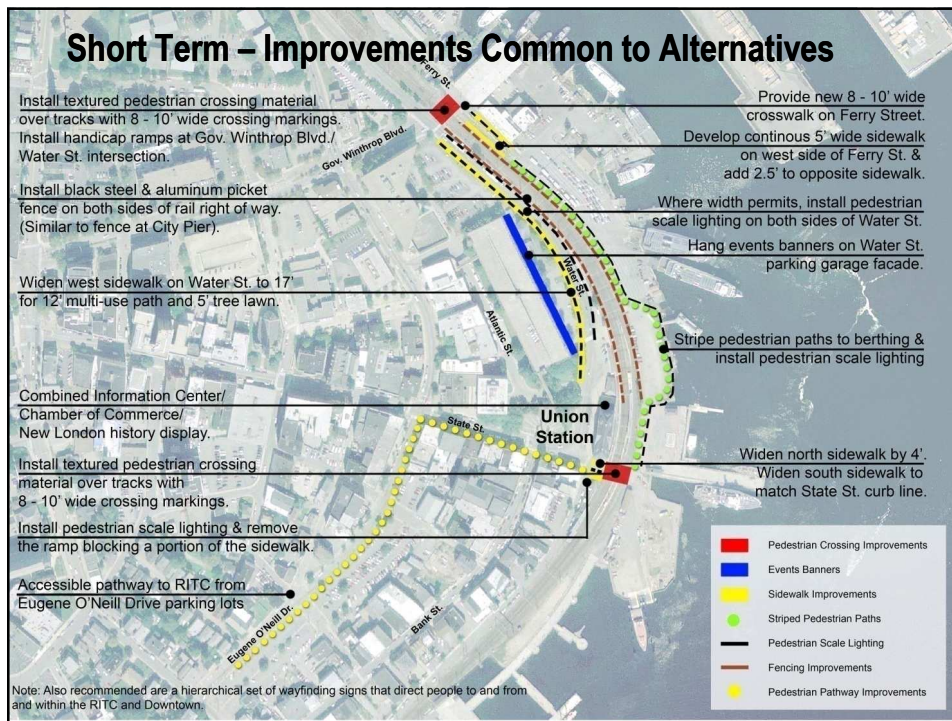
- **Enhanced pedestrian scale lighting**
- **Wayfinding signage between all components of the RITC**
- **Enhanced traveler information**
  - through signage, information kiosks, information center
- **Aesthetic improvements to the façade of the Water Street Garage and the railroad right-of-way**
  - i.e., new fencing and landscape improvements, events banners and welcome signage on Water Street Garage façade
- **Use of Union Station as a gateway to New London**
- **Extend taxi stand along State Street**
  - between Bank Street and South Water Street

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## Short Term – Improvements Common to Alternatives



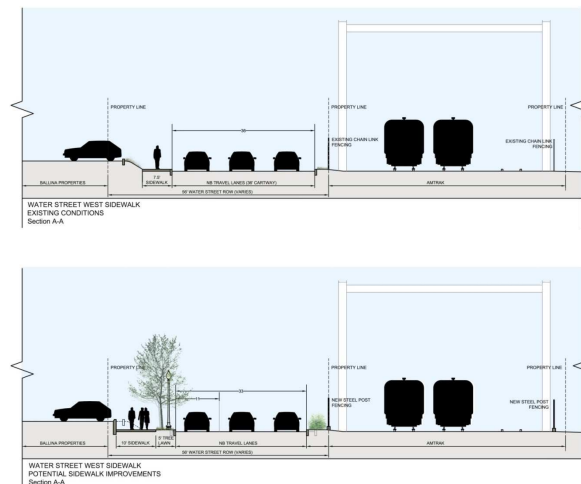
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## Pedestrian Improvements – West Side of Water Street



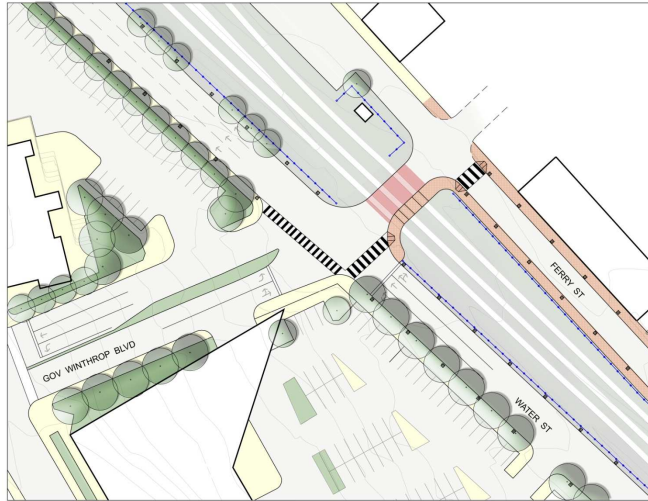
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## Pedestrian Improvements – Gov. Winthrop Boulevard



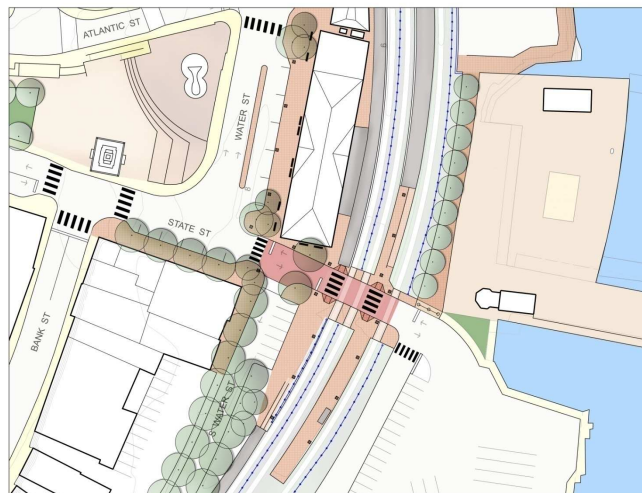
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## Pedestrian Improvements – State Street at RR Crossing



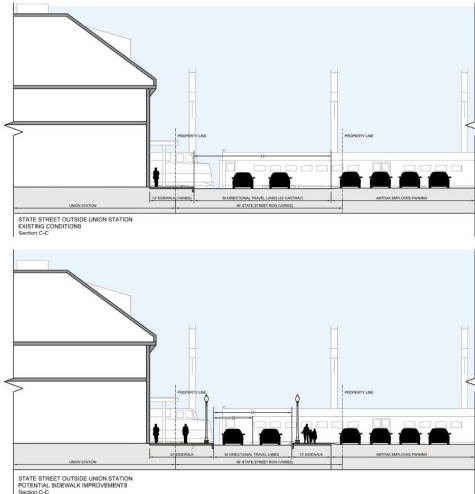
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## Pedestrian Improvements – State Street at RR Crossing



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## Bus Terminal Locations in Short Term Alternatives

	SEAT on East Side of Water St.	SEAT on West Side of Water St.
Greyhound on East Side of Water St.	1	4
Greyhound on West Side of Water St.	3	2

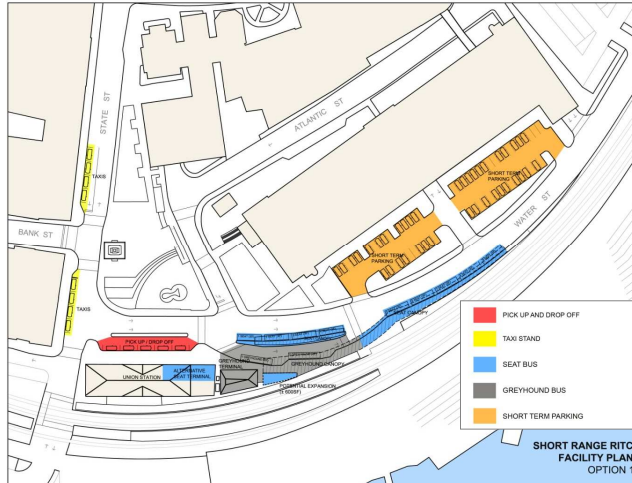
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## Short Term Alternative 1



- Expanded and renovated joint bus terminal on east side
- Taxis on State St.
- Pickup/dropoff (PU/DO) at Union Station
- Expanded short term parking in front of garage

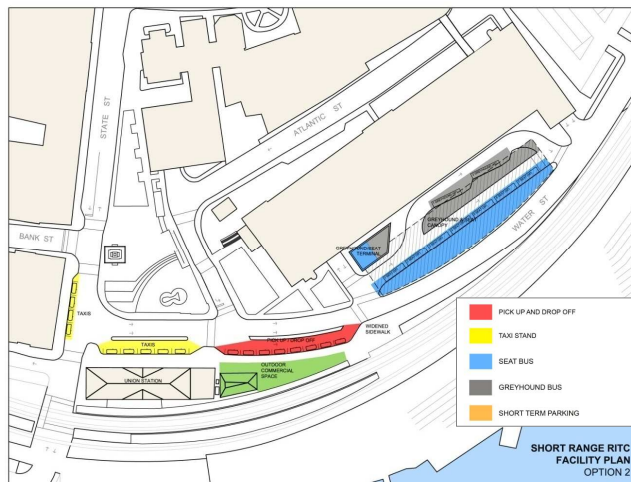
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## Short Term Alternative 2



- New joint bus terminal on west side in front of garage
- Taxis at Union Station and State St.
- PU/DO at former Greyhound site
- Expanded sidewalk or short term parking at former SEAT site
- Commercial reuse of Greyhound building

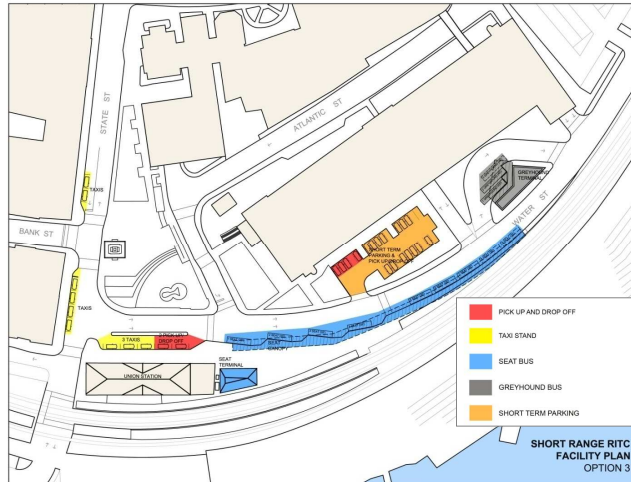
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### Short Term Alternative 3



- New Greyhound terminal on west side in front of garage
- SEAT at former Greyhound site with renovated terminal
- Taxis at Union Station and State St.
- Drop-off at Union Station
- Pick-up/Short term parking in front of garage

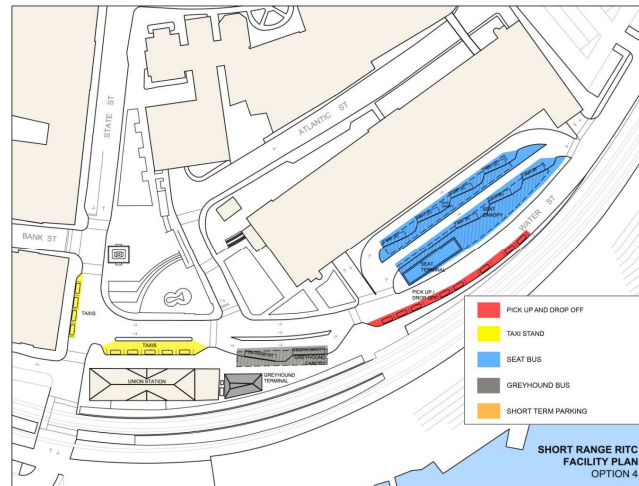
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### Short Term Alternative 4



- New SEAT terminal on west side in front of garage
- Renovated Greyhound terminal with reconfigured bays
- Taxis at Union Station and State St.
- PU/DO at former SEAT site

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## Evaluation of Short Term Alternatives

Criterion	Short Term Alternative			
	1	2	3	4
Low Cost				
Easy to Implement				
Adaptable to Future Changes in Operational Needs				
Flexible to Accommodate Long Term Commercial Development				
Compatibility with Bus Terminal Long Term Concepts				
Improves Safety and Convenience for Transfers				
Enhances Pedestrian Environment and Safety				
Maintains or Enhances Traffic Operations/Safety				
Enhances Wayfinding/Information				
Capacity to Accommodate Short Term RITC Operations:				
Enhances Attraction of Visitors				
Minimal Environmental Issues				
Minimal Property Issues				
Potential for Public Private or Grant Funding				

Key: best  worst

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## Key Advantages - Short Term Alternatives

- **Alternative 1**
  - Lowest cost
  - Compatible with all LT concepts
  - Maximum ST parking
  - Consolidated bus terminal
  - SEAT close to Union Station
- **Alternative 2**
  - Consolidated bus terminal
  - Frees up Greyhound Terminal Building for re-use
  - Short connection between bus and LI ferries
- **Alternative 3**
  - Maximum bus capacity and expansion possibility
  - Some SEAT bays have independent movement
  - SEAT close to Union Station
  - Short connection between Greyhound and LI ferries
- **Alternative 4**
  - SEAT waiting area closest to bays
  - Can provide independent movement for current SEAT routes

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## Key Disadvantages - Short Term Alternatives

- **Alternative 1**
  - Very tight fit
  - SEAT waiting area distant from some berths
  - Fewest taxi and PU/DO spaces
  - Taxis only on State St. including past Bank St.
  - Implementation could affect operations
  - May be historic building issues
- **Alternative 2**
  - Very tight fit
  - Requires relocation of garage center entrance
  - Awkward lane configuration
- **Alternative 3**
  - No FTA funds for Greyhound terminal
  - PU/DO far from station
  - Awkward lane configuration
- **Alternative 4**
  - PU/most DO far from station
  - Requires relocation of garage center entrance
  - Awkward lane configuration

## Discussion of Short Term Alternatives

- Which short term concept is best and should be developed further in the master plan?
- Which aspects of this concept need to be refined?

	SEAT on East Side of Water St.	SEAT on West Side of Water St.
Greyhound on East Side of Water St.	1	4
Greyhound on West Side of Water St.	3	2

## Long Term Concepts – Range of Options

	A	B	C	D
<b>Bus Facilities</b>	close to Union Station			Governor Winthrop Boulevard
<b>Expanded Parking</b>	Current Garage Site	Current Garage site plus Julian site	Governor Winthrop Boulevard	
<b>Water Street Commercial Development</b>	none	minimal	moderate	significant

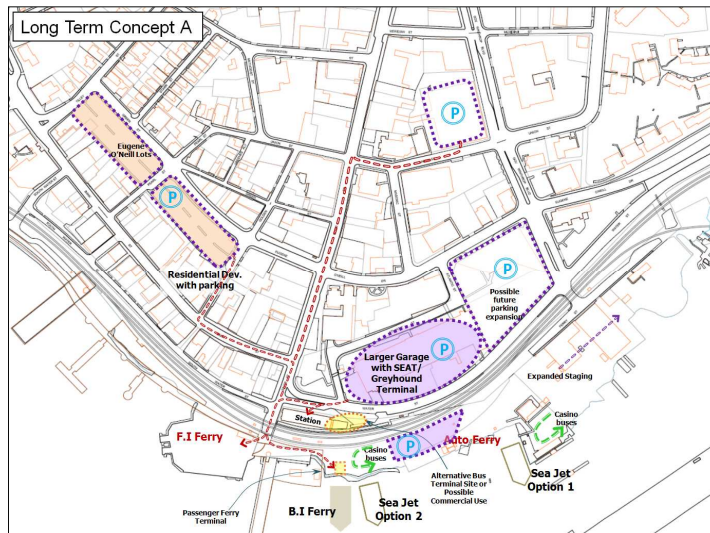
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## Long Term Concept A



- New larger WSG
- Bus terminal in garage or on east side
- New BI Ferry Terminal
- WS Garage parking to BI Ferry access via State
- Sea Jet at current location or near BI Ferry
- Relocated on-site BI Ferry parking and LI Ferry staging

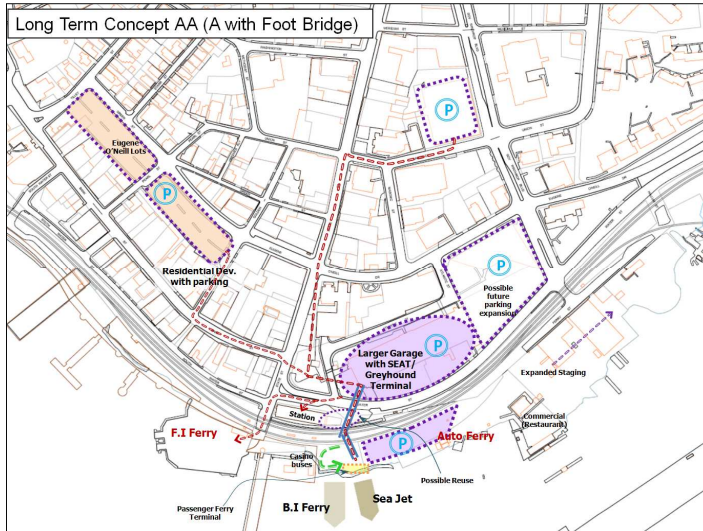
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## Long Term Concept AA



Same as A except:

- Footbridge from new garage to new high speed ferry terminal
- Bus terminal in garage
- New High Speed Ferry Terminal (BI and SeaJet)
- WS Garage parking to BI Ferry access via footbridge

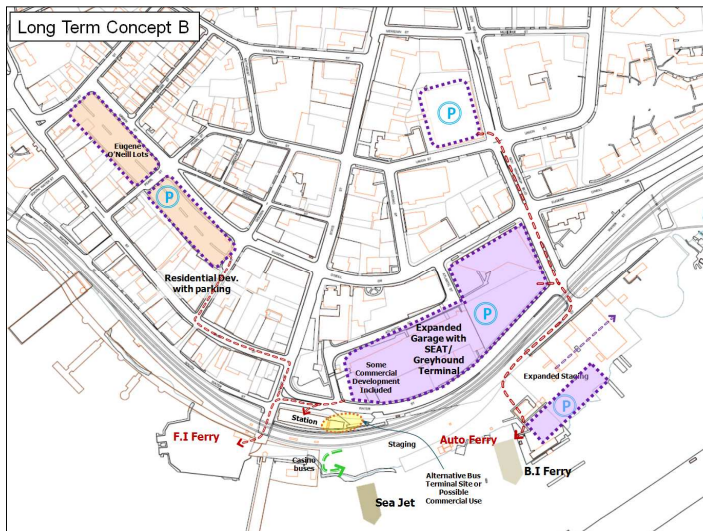
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## Long Term Concept B



- New larger WSG on expanded site with small commercial use
- Bus terminal in garage or on east side
- Swap SeaJet and BI Ferry locations
- Garage parking to BI Ferry access via GW Boulevard

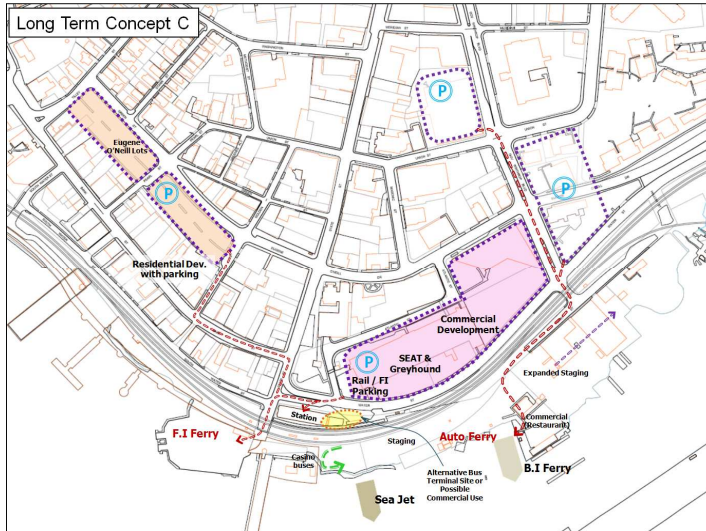
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## Long Term Concept C



- New parking garage(s) on GW Boulevard
- New commercial development on WS Garage site with some rail/FI parking
- Bus terminal in garage or on east side
- Swap SeaJet and BI Ferry locations
- Garage parking to BI Ferry access via GW Boulevard

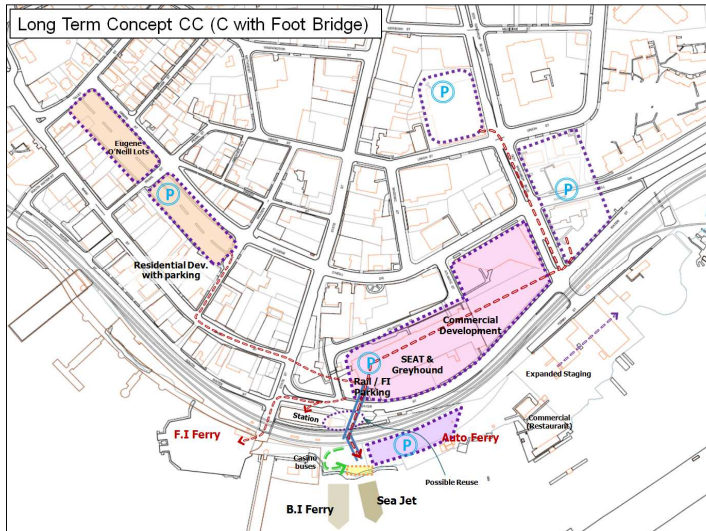
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## Long Term Concept CC



Same as C except:

- Footbridge from new development to new high speed ferry terminal
- Bus terminal in garage
- Relocated on-site BI Ferry parking and LI Ferry staging
- Garage parking to BI Ferry access via footbridge from new development

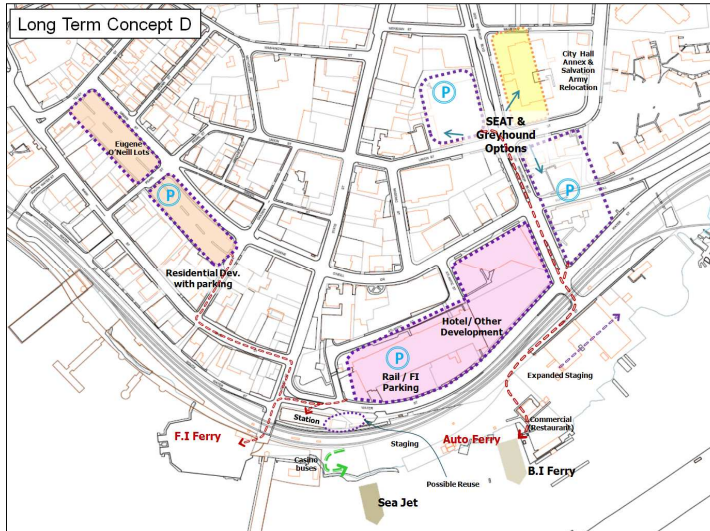
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## Long Term Concept D



- New parking garage(s) on GW Boulevard
- New commercial/hotel development on WS Garage site with some rail/FI parking
- New bus terminal on GW Boulevard
- Swap SeaJet and BI Ferry locations
- Garage parking to BI Ferry access via GW Boulevard

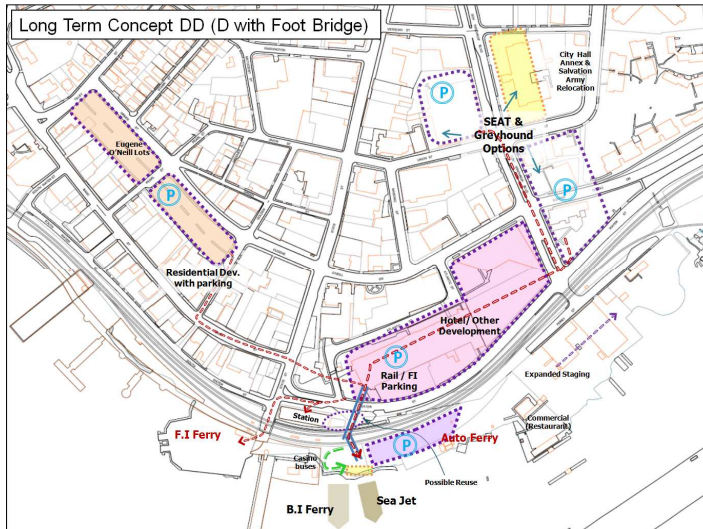
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## Long Term Concept DD



Same as D except:

- Footbridge from new development to new high speed ferry terminal
- Relocated on-site BI Ferry parking and LI Ferry staging
- Garage parking to BI Ferry access via footbridge from new development

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## Concept D Development



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## Evaluation of Long Term Concepts

Criterion	Long Term Concept							
	Footbridge?	A	AA	B	C	CC	D	DD
Low Cost								
Ease of Project Development								
Ease of Phasing								
Improves Safety and Convenience for Transfers								
Improves Convenience for Parking Access								
Enhances Pedestrian Environment								
Enhances Pedestrian Safety								
Enhances Wayfinding/Information								
Has Capacity to Accommodate RITC Demand/Growth (Public Transportation Modes)								
Has Capacity to Accommodate RITC Demand/Growth (Parking)								
Promotes Likely Development/Local Economy								
Capitalizes on Synergies between Transportation & Development								
Balances Need for Transportation & Development								
Enhances Attraction of Visitors (to New London)								
Minimal Environmental Issues								
Minimal Property Issues								
Potential for Public-Private or Grant Funding for transportation improvements								

Key: best worst

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## Key Advantages - Long Term Concepts

### ► Concept A

- Maximizes adjacent parking
- Shortest transfer distances
- Focuses on City-owned parcels

### ► Concept B

- Maximizes adjacent parking
- Easier to phase by building parking on Julian site first
- Less need for a footbridge

### ► Concept C

- Allows for more commercial development at WS Garage site
- New parking garages on Gov. Winthrop Blvd. could be built first
- Encourages foot traffic on city streets

### ► Concept D

- Maximizes adjacent development
- Capitalizes on water views
- Encourages foot traffic on city streets
- Puts buses closer to downtown uses
- Offers largest most flexible bus terminal site

## Key Disadvantages - Long Term Concepts

### ► Concept A

- Minimum adjacent development
- Requires surface crossing of RR
- Bus terminal constrained by parking needs
- Aesthetic impact of large garage

### ► Concept B

- Does not support CSF high speed ferry terminal plan with a footbridge
- Parking capacity may be limited by any commercial use
- Funnels BI Ferry passengers to vehicle access point for CSF

### ► Concept C

- Requires relocation of Police Station or other properties
- Funnels BI Ferry passengers to vehicle access point for CSF (without footbridge)

### ► Concept D

- Shifts bus connections away from Union Station
- Requires longer distances for some connections
- Funnels BI Ferry passengers to vehicle access point for CSF (without footbridge)

## Advantages/Disadvantages of a Footbridge

### Advantages:

- **All Footbridge Concepts**
  - Facilitates transfers, wayfinding
  - Enhances pedestrian safety
  - Links NB and SB rail platforms
  - Supports development of CSF High Speed Ferry Terminal
- **Alternative CC/DD**
  - Encourages pedestrian flow through new development

### Disadvantages:

- **All Footbridge Concepts**
  - Has visual & historic impacts
  - Introduces vertical element to transfer
  - Adds capital & operating /maintenance costs
  - Involves multiple property owners
  - No single responsible entity
  - Constrains bus terminal options on east side of Water Street
- **Alternative CC/DD**
  - Requires wayfinding to/from remote parking areas

## Discussion

- Which long term visions are most appealing?
- Which aspects of the long term vision need more work for the master plan?

## Next Steps

- Obtain comments
- Refine selected alternatives
- Evaluate costs, economic impacts and environmental impacts
- Develop Draft Master Plan
- Report back to Steering Committee in September
- Hold early fall public meeting

## SUMMARY OF MEETING

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**Date:** July 8, 2009  
**Project:** New London Intermodal Transportation Study  
**Date of Meeting:** 1:30 PM, Tuesday, June 30, 2009  
**Location of Meeting:** New London City Hall Council Chambers  
**Purpose of Meeting:** Discuss Short-Term Alternatives and Long-Term Vision Concepts

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### Summary of Meeting Discussion:

- Introductory remarks were made by Jim Butler
- Larry Englisher and Skip Smallridge made a presentation summarizing the study progress to date and the short-term alternatives and long-term vision concepts

Questions/comments made during the presentation and in the discussion period afterward:

- Kenric Hanson asked what was considered “short term” vs. “long term”
  - Larry replied short term is what may be implemented in 3-5 years compared to 15-20 years. Over the short term the overall increase in demand would be marginal
- Senator Andrea Stillman inquired about the meaning of the phrase “encouraging transportation uses at Union Station” listed as an urgent need on slide 9
  - Larry replied other uses will include bicycles and car rentals.
  - Jim Butler added that existing transportation uses will also be encouraged.
- Kevin Cavanaugh asked if costing of the short term-common improvements has been done.
  - The team replied that it has not been done yet but it is a part of the next steps.
- Dan Karp asked, on slide 11, why sidewalk improvements are suggested for Eugene O’Neill Drive and not Bank St, noting that there are more businesses on Bank St.
  - Skip Smallridge noted that Eugene O’Neill Blvd. has a wider pedestrian pathway than Bank St.
  - Senator Stillman asked if there could be multiple alternative pathways.
  - Skip Smallridge indicated that we need to provide signage for one ADA-compliant route
- Joseph Celli noted a concern that directional signage should suggest one direction (towards RITC/ Union Station) and not disperse on several paths
  - Skip Smallridge noted that if the distance from the parking area, for instance the Julian Lot, is closer to the destination via Gov. Winthrop Blvd., then people will take that route, so both pathways will be signed.
  - Larry Englisher noted that the preferred pathways are being identified.
  - Dan Karp indicated that the shortest routes may change if the Cross Sound Ferry ticket office were moved closer to Union Station
- Tony Sheridan emphasized the importance of improving passenger safety as an objective of this study and asked what became of pedestrian bridge plans
  - Larry Englisher noted that these plans are covered in the latter part of the presentation on Long Term Vision Concepts

- Charles Curtin noted that there is not much difference between pick up/drop off and taxis and that these areas might be shared in the plan. He also noted that 50 taxis are licensed to operate in New London.
- Joseph Celli asked if there has been increased demand for bus service.
  - Jim Butler replied that SEAT wishes to increase routes and decrease the time between pulses.
  - Tom Stone mentioned that ridership has been hit due to the economic downturn. Also they face increased competition from other intercity carriers that operate the same routes between Boston and NYC. Tom suggested that bays may be used by other buses (tour buses, etc) as well as shared with SEAT.
  - Kevin Cavanaugh asked if official projections were used to estimate bus demand.
  - Jim Wensley indicated that there were none available
  - Tom Stone noted that in other cities specific areas are designated for charter or tourist buses
  - Charles Curtin noted that it is good to have the taxis close to the buses
- Senator Andrea Stillman: How are people expected to transfer from ferry to bus when there is a train in the station?
  - Larry Englisher: Ferry operators have mentioned previously that in such cases, ferries wait for the trains to clear the tracks.
  - Jim Butler added that such connections are very few in number.
  - Tom Stone added that they have explored the idea of shifting to the CSF property but traffic delay crossing the RR tracks??? presents the greatest hindrance.
  - Larry Englisher also said that if the buses are moved to or closer to Gov Winthrop Blvd., it will offer a better connection to ferries.
  - John Markowicz: Can Amtrak extend platforms further north?
  - Craig Bolieri (CTDOT Rail): It may not be possible due to the arc of the tracks and distance between the northbound rail and freight tracks.
  - Several members stressed the need to address transfers among modes and trains blocking up State Street.
  - Sandra Chalk asked how long the trains are typically in the station
  - Larry Englisher noted that it was about 7-8 minutes. (Time when gates at a crossing are closed is about 5 minutes- observation made by team after the meeting)
  - Kenric Hanson asked if the issue weren't simply a matter of poor planning on the part of travelers
  - Stan Mickus noted that Amtrak is typically late, contributing to connections being missed, and that it is not necessarily the fault of the travelers
- Sandra Chalk liked the 2<sup>nd</sup> Short-Term option which allows for open space and for Pick up/Drop Off (PU/DO) and bicycles and around station, and consolidates buses. It is assuming a good cross walk is provided.
- Jesse Lerch remarked that saw-tooth bays are needed for SEAT to increase service (as shown in short-term option 2B)
- Another attendee asked if there is a concern with PU/DO traffic and taxis interfering with traffic flow at the intersection of State Street and Water Street, also noting that a saw tooth parking configuration would allow independent movement of queued vehicles
  - Jim Butler said that saw tooth parking would require backing up into the traffic lanes

- Senator Stillman liked option 3. She expressed that she did not like taxis queuing on State Street. Sharing of PU/DO and taxis makes sense however too much short term parking will be used by people not using the station.
  - Jim Butler asked if the City can work with the taxis to identify a taxi waiting area nearby.
  - Senator Stillman asked if more taxis could fit if they pulled in at an angle
  - Jim Butler indicated that the 20' designated width would then not be enough and travel lanes would be interfered with
  - Charles Curtin said that in the past, taxis have used a saw tooth configuration in which they backed into the space, allowing for independent operation while avoiding the issue of backing into the flow of traffic
- John Markowicz asked if buses and taxis can share the same space
  - Tom Stone indicated that this does not work. He suggested that taxi cabs utilize space at Amtrak parking lot.
- Todd O'Donnell noted that Amtrak has a six-car parking lot for employees and that the taxis might be able to go there and these cars could be given parking spaces in the Water Street garage
- Commissioner Martin asked whether it was logical to move parking structures away from the waterfront and develop the lots near the water for more active uses
  - Skip Smallridge indicated that the ideal site for parking from a city development standpoint is to have passengers walking through the town to access the ferry
  - Comm. Martin asked if this would be better for attracting business to the city
  - Skip Smallridge agreed that it would be better to not have Water Street Garage serve as the face of the city
- Tony Sheridan advised the committee to concentrate on long term and utilize the transportation money that will be available in the near future, find a way to cross tracks, and via development options seek to revitalize the major streets around the RITC. Passengers by water modes form the major bulk of New London visitors and hence development along Water St is critical and needs to be inviting.
- Michael Carey asked why the area behind the Water Street Garage currently occupied by The Day is not considered for redevelopment
  - Skip Smallridge indicated that the areas highlighted in yellow are considered to be underutilized and that is the focus. He noted that the street could be enlivened in the future if the Day moved its production facilities to a suburban location as other newspapers such as the Boston Globe have done.
- Charles Curtin indicated that he would like to see pedestrians cross the tracks and the road from a multi-level building on the west side using elevators
- Kevin Cavanaugh asked for a cost comparison between short term and long term options. In his opinion common short term improvements will be expensive and the team should concentrate on the development scenarios in the long term alternatives
- Kevin Cavanaugh also mentioned that language on pg. 28 regarding the pedestrian overpass is very dismissive and that the team should revise it
- John Markowicz: For the Gov. Winthrop option (bus terminal on Radisson parcel) one of the disadvantages to point out is that the long walk to the station will be undesirable during winter.

- John Markowicz: A suggestion was made that the freight rail track merge with the Amtrak North Bound rail track north instead of south of the station. That will free up a lot of waterfront area.
- Craig Bolieri of CT DOT's rail division indicated that it is unclear whether the switch can be relocated
- Sandra Chalk: Some people asked about a tunnel rather than building a pedestrian bridge. A member pointed out that it works well in New Haven (though conditions vary at both the locations). The team pointed out problems that an underpass will pose.
  - Larry Englisher noted that a great deal of space is required for the ramps to the tunnel and that given a necessary turn within the tunnel, security was also an issue
  - Paul Schmidt noted the inherent problems with providing tunnel access given the groundwater
  - Craig Bolieri indicated that the New Haven station location provides adequate space for the tunnel access system and that it is not comparable to this area. He said that there is a tunnel in Westport but a tunnel poses many challenges with regard to the geology and meeting ADA requirements
- Kenric Hanson asked about the projection of vehicular transportation use in the area for the long term scenario with respect to I-95 widening plans.
  - Larry Englisher indicated that the assumptions for forecasting growth of the various modes were outlined in Task 3 & 4 and that they had limited information to use
- Tom Stone pointed out that only short term option 1 works if there is going to be subsequent long term development of the Water St garage parcel . He also raised concern that moving the terminal to Gov. Winthrop Rd will not qualify for FTA funding as an intermodal center.
  - Skip Smallridge said that some places across the country where there has not been a big chunk of space available have obtained FTA funding for facilities located several blocks away from the rail station. FTA may also be rewriting rules within the next year.
- Larry Hample pointed out that the pedestrian bridge is not practical, and the older bridge was taken down for the same reason – it required 90 steps up and 90 steps down to reach the ticket office from the west side of the rail.
- Jim Butler noted that a mechanism should be established to maintain the dialogue among the local stakeholders after the study is finished
- John Markowicz asked if adding an at grade crossing midway (in front of Water St Garage) to address the blocking of the State St. was considered
  - Larry Englisher said it had not.
  - Craig Bolieri indicated that CTDOT is trying to reduce at-grade crossings.

The next Steering Committee meeting will be scheduled for early fall 2009.

### **Meeting Attendees**

#### ***Steering Committee:***

Tony Sheridan  
Kevin Cavanagh

Chamber of Commerce of Eastern CT  
City of New London

Jenny Contois	Congressman Joe Courtney
John Gaucher	Connecticut DEP
Stan Mickus	Cross Sound Ferry
Charles Curtin	Curtin Transportation
Dan Karp	Daniels Dairy Downtown
Tom Stone	Greyhound
Sandra Chalk	New London Landmarks
Frank McLaughlin	New London Main Street
Martin Berliner	SCCOG, City of New London
John Markowicz	seCTer
Michael Carey	Suisman, Shapiro, Wool, Brennan, and Gray
Todd O'Donnell	Union Station
Joseph Celli	Water Street Garage
Craig Bolieri	CTDOT Rail
Andy Davis	CTDOT
John Gaucher	CTDEP
Larry Hample	New London Parking Commission

***Other Attendees***

Kenric Hanson	New London Sustainability Commission
Don Gibson	New London Main Street
Jesse Lerch	New London Main Street
Karin Compton	The Day

***Study Team***

Jim Butler	Southeastern Connecticut Council of Governments
Larry Englisher	TranSystems
Jim Wensley	TranSystems
Shruti Rathore	TranSystems
Skip Smallridge	Crosby Schlessinger Smallridge
Paul Schmidt	URS
Jill Barrett	Fitzgerald & Halliday, Inc.
Sam Eisenbeiser	Fitzgerald & Halliday, Inc.

Submitted By: \_\_\_\_\_



**Fitzgerald & Halliday, Inc.**

Date: 07/08/09

**Project:** Regional Intermodal Transportation Center Study  
**Date of Meeting:** 1:30 PM, Tuesday, July 28, 2009  
**Location of Meeting:** New London Public Library  
**Purpose of Meeting:** Discuss Short Term and Long Term Improvement Alternatives  
**Meeting Attendance:** Attendees listed on pages 6 & 7

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Jim Butler welcomed attendees. He explained the purpose of the meeting was to discuss various improvement options for the Regional Intermodal Transportation Center identified by the consultant hired by Southeastern Connecticut Council of Governments (SCCOG). Jim set the record straight on several inaccuracies in a July 25 story that ran in The Day. He stressed that the consultant has not prepared a final report but rather a technical memorandum that was written to be reviewed by the Steering Committee and the public. After review and comment, the consultant will fine tune recommended options for further development. Jim said he hoped today's meeting would lead to consensus on improvement items that people could then get behind and help implement.

The following is a summary of comments:

Frank McLaughlin: I am pleased SCCOG is hosting this forum for people to communicate their views on what improvements are needed.

John Alexander: I think you should consider amending the scope of this project to include a potential seamless, non-stop train service between New York City and New London that could transport thousands of people coming to the casinos that are now using I-95 to get to the region. Jim Butler responded that an amendment was not possible and Andy Davis of Connecticut Department of Transportation (CONNDOT) concurred that was the case. Jim Butler also said that the Consultant is taking into consideration increased Shoreline East service to New London when identifying future parking needs.

Jim Martin: SEAT prefers integrating improved bus facilities into the existing train station building, adding more dedicated space north of Union Station that could co-house Greyhound and SEAT. He envisions a two-story building where a walkway can be constructed over the catenaries to a secondary building east of the train tracks. Escalators would move people quickly to the ferries, trains and buses. Sandra Chalk asked, where would all the buses go? Jim Martin responded buses would still park on Water Street. Tom Stone of Greyhound said a shared bus facility would eliminate security issues. Jim Martin believes the bus facility could be managed by the state, city or SEAT.

Molly McKay: Could you picture your (bus facility) proposal on the west side of Water Street? Jim Martin responded, no, the space in front of the garage would be a too tight a fit. He said not all buses are at the station at the same time – two Greyhound and 5-6 SEAT slots are needed in the future. Tom Stone agreed the space in front of the garage was problematic. He said maneuvering buses in and out takes up a lot of space and has

detailed his concerns in a memo to SCCOG. Buses like to avoid backing up. Andy Davis of CONNDOT said if you need more room for bus storage it's possible to realign Water Street, moving travel lanes up to ten feet west towards the garage. Jim Martin said he does not want people crossing Water Street to access SEAT buses.

Martin Berliner: How much interaction is there between buses? Would passengers need to cross the road?

Andy Davis: Yes, Greyhound passengers would need to cross the road and stated that the Department of Transportation is recommending that an up and over footbridge over the tracks be a component of any selected improvement option.

Frank McLaughlin: On the CONNDOT website there is information about federal TIGER Grants - \$1.5 billion will be spent by Sept 30, 2011 on capital improvements (bridges, public transportation, and ports). However, the deadline for application is Sept 15, 2009. Frank said (1) he is concerned this study won't be ready in time to meet the deadline and (2) who would apply for the grant program?

Jim Butler: CONNDOT has already put in a request for a Congressional earmark in the amount of \$7 million for upgrades to Union Station, up and over upgrades across the tracks as part of the SAFETEA-LU reauthorization. However, it appears Congress will delay reauthorization of the Surface Transportation Act funds this October, thus delaying any earmarks that get approved.

Norm LaFleur: Overweight loads on our roads and bridges are a problem.

Mike Carey: I have noticed the removal of the elevated pedestrian bridge at the Water Street Garage as part of the parade project has made a big aesthetic improvement. It has opened up wonderful views of the water as you walk down State Street. Can't we get along without building another bridge?

Rusty Sargeant: I am an architect and have worked with the owners of Union Station. I've looked at the scheme where a bridge passes through the bus station and it would be aesthetically bad. Has there been any consideration to a controlled pedestrian crossing? Has there been any thought to making Eugene O'Neill Drive a two-way street as it would result in less traffic on Water Street? The train and the ferries must be an integral part of a transportation center and they need to stay put where they are. I don't have strong feelings about where the buses should be located.

Barun Basu: Have you considered the life and structural goodness of the Water Street Garage building? Perhaps we need to think of a bridge over the tracks as more than a walkway and perhaps combine with a ferry terminal. A larger structure could accommodate ticketing, Zip and rental cars, bike rentals. There should be more pedestrian orientation in this study. Jim Butler responded that the garage is structurally sound and details on its condition are in Technical Memoranda #2.

Barry Runyan: The New London Economic Development Commission has noted three concerns: (1) no short term options consider moving pedestrians across the track, (2) there are lots of owners involved, so who can implement an improvement plan, and (3) will the plan be explained in layman's terms and in brevity so that the public can understand and easily digest it? He urged there be a recommended design that best utilizes the assets together and a way to implement the plan. Jim Butler responded an executive summary of the plan will be made, supported by a large technical document. Jim said he is mindful of Tony Sheridan words, "we don't just need a study; we need a master plan."

Jim Butler then raised the issue of implementing the plan once the preferred options are agreed upon. He said in light of the fact that the transportation services are all provided by disparate entities, he asked those present: Do we need to organize some type of entity like a Transportation Authority to implement the plan? He said he has asked the consultant to examine what has been done around the country in terms of creating a governance structure comprised of various transportation providers working together.

Dennis Downing: A planned footbridge was previously shot down before because it cost a lot of money to build and maintain it and he thought a proposal to build an up and over bridge would generate a lot of opposition. Instead he suggested better crosswalks on Water Street preceded by speed bumps.

Tony Sheridan: It is critically important to come together as a region to support improvements, to make New London the hub of Southeast CT. He said: (1) SCCOG should be the entity to move a plan forward, (2) \$20 million has been put into New London's Riverfront Park but there should be a footbridge over the tracks from the Custom House to access the park. Bank Street (i.e., businesses on the east side of Bank Street) should be turned around to face the river and (3) a footbridge over Water Street is essential as two thirds of the people who use the ferry arrive from across the tracks. Bridges can be attractively designed and they don't flood. He said his board, Chamber of Commerce of Eastern CT, would support development of the plan; do the politicking needed but a prioritization of 2-3 items is needed.

Bob Christina: If Bank Street could be extended around the Mariner Square building and connect to Atlantic Street, this would remove a lot of traffic from Water Street.

Norm LaFluer: We could solve the problem of motorists not stopping for pedestrians in crosswalks if we used cameras.

Kevin Cavanagh: We need to prioritize what we want to accomplish. A long term plan is needed though initial efforts may focus on short term items. Kevin said the City is (1) working to replace fence along Water Street, (2) recommending extending the taxi stand area to in front of Zavellas Restaurant on State Street, and (3) making adjustments to improve traffic flow in the taxi/ pick up/drop off area.

Penny Parsekian: New London Main Street is working with the Wronowskis and the City to put textured crosswalks in areas leading to Cross Sound Ferry as proposed.

Bill Morse: The number one priority should be to get people across the tracks. I see people dragging luggage through the dirt; it's a matter of time before people get hit. Has a pedestrian crossing across the tracks been considered? Sometimes the easiest solution is the best. Jim Butler responded that the consultant looked into an at-grade track crossing and it would take a congressional act to make that happen because it's national rail policy to reduce these crossings. Andy Davis of CONNDOT confirmed his department would not support another at-grade rail crossing.

Bill Morse: The sidewalk level at the southeast corner of the Water Street garage is a dead zone. If there were activity there better connections to downtown would occur.

Michael Caron, Director of Corporate Affairs for Pfizer: He said his company is interested in becoming part of the solution and does not have a position on the various options.

Dick Guggenheim and Jim Butler: Clarified information on why the elevated bridge did not get built a few years ago. The bids came in higher than the funding the City had available for the project and the money was re-programmed to the parade project.

Sandra Chalk: We should narrow the traffic lanes on Water Street and install a sidewalk wide enough on the east side of Water Street so people can comfortably walk. Jim Butler responded the consultants had looked at that and found only one pinch point where there is an out of service light pole. He said he also thinks such a sidewalk should be extended northerly up to the neighborhood park at the corner of Crystal Avenue to serve the neighbors of this area who walk to the SEAT bus stop.

Martin Berliner: Better signs are needed informing pedestrians leaving the parking garage of preferred routes to the train station and ferries..

Rusty Sargeant: It makes sense to have an up and over bridge on the north end of the garage and develop the south end of the garage for better linkages to downtown.

Jim Martin: The garage should be taken down and moved closer to the water. If we want people to stay in New London, we need to have sanitary facilities and lockers. Jim Butler responded that if you move the garage closer to the water, views will be cut off. Jim Martin replied the views now are of the ferry buildings and state pier.

Barun Basu: Has there been any talk with the casino people about parking? Jim Butler responded the casinos were invited to participate in this study and have not been actively involved. John Alexander said if there was non-stop train service from New York City to New London, interest by the casinos may dramatically increase.

Dennis Downing: A sidewalk should be installed on the east side of Water Street and Atlantic Street should be opened to two-way traffic. Jim Butler responded that there are several problems with making Atlantic Street two-way, including the fact that The Day newspaper needs to use Atlantic Street for its deliveries of ink and newsprint.

Bill Cutler: He said he spent many years in Chicago and was impressed by the visionary thinking of Daniel Burnham who he thought said, "Make no small plans. They lack the magic to move men's hearts." This type of thinking needs to work its way into this plan. There must be magic to come forth to inspire hope. With hope comes commitment.

Tom Stone: Greyhound could share a terminal with SEAT

Jim Martin: The bus station needs to be a continuation of Union Station.

Harry Smith: Could Water Street be relocated further west? Andy Davis responded he thought it could move about 10 feet closer to the garage.

Mike Carey: Can the first floor of the existing garage be used for retail space? Jim Butler responded that option was looked at and would be difficult.

Bill Morse: Does the City Council need to approve the plan? Jim Butler responded that this is a plan of the SCCOG, being done on behalf of the transportation providers and the City of New London. There is no requirement that the City of New London formally endorse the plan. Bill said he thought the plan would be an easier sell if both a tunnel and an up and over footbridge proposal were equally explored. Jim Butler responded that he would ask the consultant to at least compare the ease/difficulty of construction of both and the range of costs of the two alternative access improvements.

Dennis Downing: I would be OK with a footbridge over the tracks but opposed to one over Water Street.

Sandra Chalk: Let's use Union Station for the transportation center and concentrate complementary development there.

Martin Berliner: If we really need to improve pedestrian safety, then we need to concentrate on steps/activities besides the pedestrian overhead bridge.

Jim Martin: Can City Pier be extended (and make a better connection between downtown and the cruise ships) while not interfering with the ferries? Martin Berliner responded that this would require a lot of dredging and permits required may not be obtainable.

Sandra Chalk: The surface parking lots on Eugene O'Neill Drive are prime development sites which should include parking. Parcel J and Howard Street are also in close walking distance to the Regional Intermodal Transportation Center and should be where future development is directed

Bill Morse: Why was time and money used to study Fort Trumbull as a transportation center site? Jim Butler responded it was required by CONNDOT who is funding the study. Andy Davis said an alternative site exploration would be needed when seeking grant funds.

Jim Butler asked the group if it could come to some agreement on priority items. Consensus was expressed on the following points:

- The number one priority is improved, better, and safer pedestrian access between modes
- A pedestrian footbridge is needed over railroad tracks, and continuing it over Water Street to the parking garage should be evaluated
- Keep all transportation facilities on the east side of Water Street
- Use the existing Union Station building and annex to house transportation services to the fullest extent possible, and provide commercial facilities in the station that are supported by the travelling public
- Long term proposal to move bus facilities to Governor Winthrop Boulevard is not supported
- Long term proposals involving redevelopment of private properties (i.e. Radisson Hotel) and municipal properties (i.e. Police Station) are not supported

### **Meeting Attendees:**

#### ***Steering Committee:***

Tony Sheridan	Chamber of Commerce of Eastern CT
Kevin Cavanagh	City of New London
Harry Smith	City of New London
Stan Mickus	Cross Sound Ferry
Tom Stone	Greyhound
Sandra Chalk	New London Landmarks
Frank McLaughlin	New London Main Street
Ella Bowman	SEAT
Jim Martin	SEAT
Martin Berliner	SCCOG, City of New London
Dan Steward	SCCOG, Town of Waterford
Michael Carey	Suisman, Shapiro, Wool, Brennan, and Gray
Adam Wronowski	Cross Sound Ferry

#### ***ConnDOT***

Andy Davis	ConnDOT
Albert A. Martin	ConnDOT, Deputy Commissioner
Craig Bordiere	ConnDOT

#### ***SCCOG Staff***

James Butler	SCCOG
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Dick Guggenheim      SCCOG

***Study Team***

Jill Barrett      Fitzgerald & Halliday, Inc.

***Other***

Bob Christina

John Alexander

Barbara Hample

Lawrence Hample

Jerry Sinnamon

Albert Sussler

Bill Morse

Penny Parsekian

Kathleen Wick

Molly McKay

Dennis Downing

Norm LaFleur

Tony Cronin      The Day

Rusty Sargeant

Barun Basu

Barry Runyan

Ben Martin

Jack Doolittle

Michael Caron      Pfizer, Director of Public Affairs

Bill Cutler

**Submitted By:** Jill Barrett, Fitzgerald & Halliday, Inc.      **Date:** 07/30/09

Southeastern Connecticut Council of Governments

## Regional Intermodal Transportation Center Master Plan and Efficiency Study

Steering Committee Meeting #5

December 3, 2009



New London RITC Master Plan: Steering Committee #5  
Dec. 3, 2009

**SCCOG** Southeastern Connecticut  
Council of Governments

**TranSystems**  
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## Agenda

- Introduction
- Proposed Short Range and Immediate Improvements
  - Pedestrian and Wayfinding Improvements
  - Bus Terminal
  - Rail Platform Modifications for Shore Line East
  - Taxi, Auto Pickup/Dropoff/Parking, Bicycle
- Impacts
  - Visual Impacts
  - Costs and Economic Impacts
  - Environmental Issues/Permits
- Governance/Implementation
- Discussion

New London RITC Master Plan: Steering Committee #5  
Dec. 3, 2009

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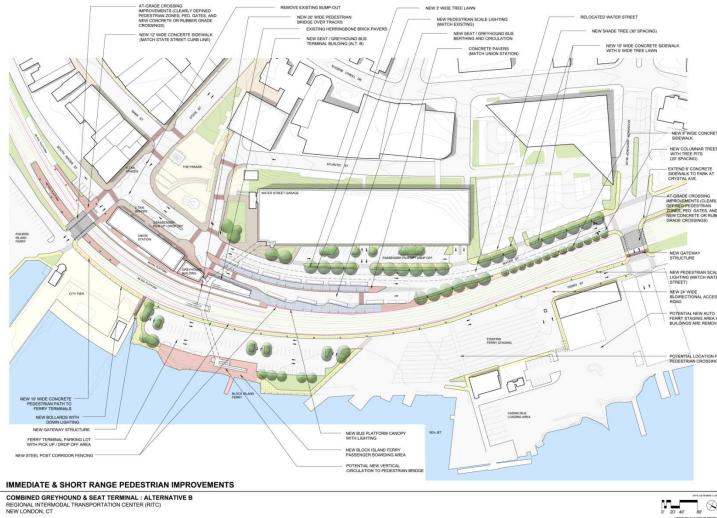
## Introduction

- Responded to stakeholder concerns raised in the summer
- Focus on immediate and short term
- Focus on keeping all modes close together on the east side of Water Street
- Include pedestrian bridge in short term plan

## Pedestrian Improvements

- Pedestrian bridge
- Sidewalks/pathways on both sides of rail ROW
- Use of pavers
- Quad gates and rubber railroad crossings at State Street and Governor Winthrop Boulevard
- Fencing of ROW
- Landscaping
- Gateway structures
- Pedestrian scale lighting
- Canopies with lighting

## Pedestrian Improvements



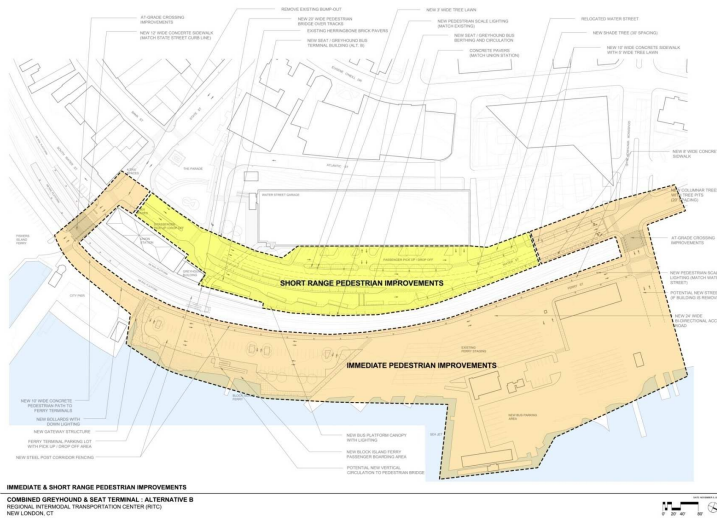
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## Immediate and Short Range



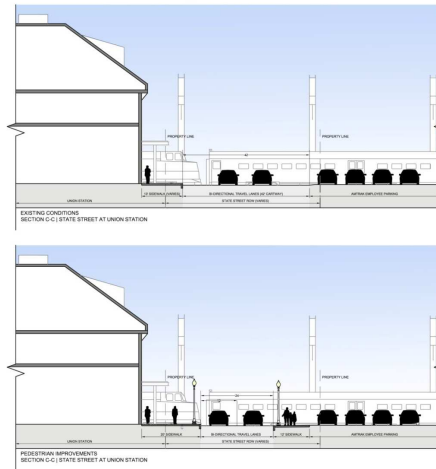
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## State Street RR Crossing



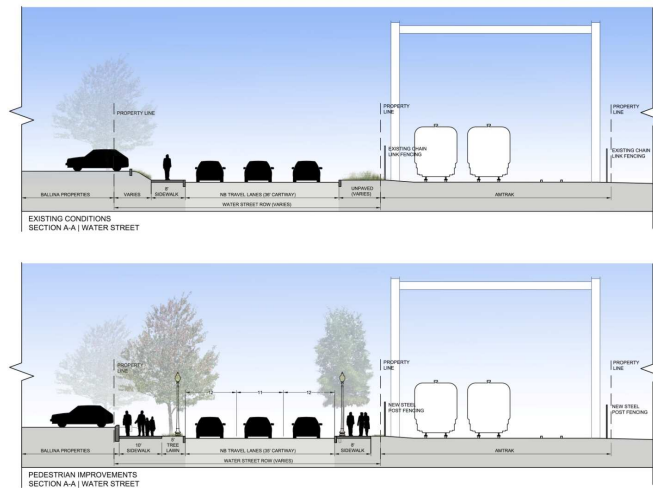
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## Governor Winthrop RR Crossing – Water Street



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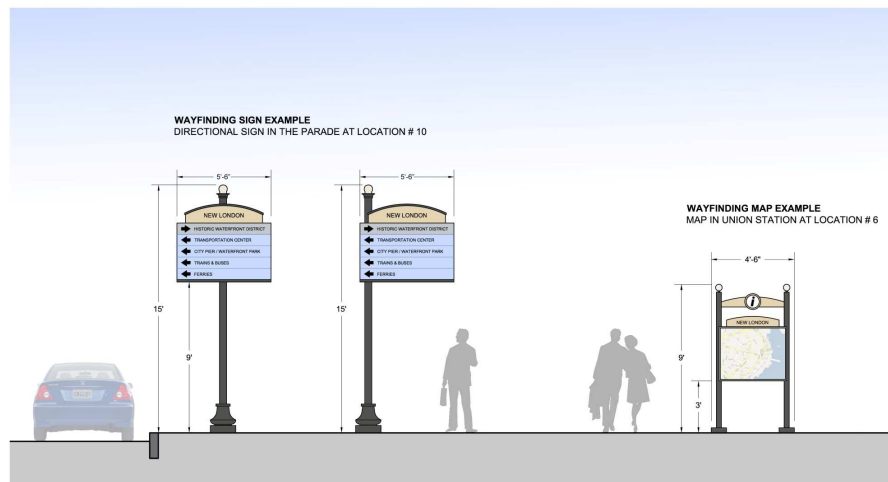
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## Wayfinding Sign Example



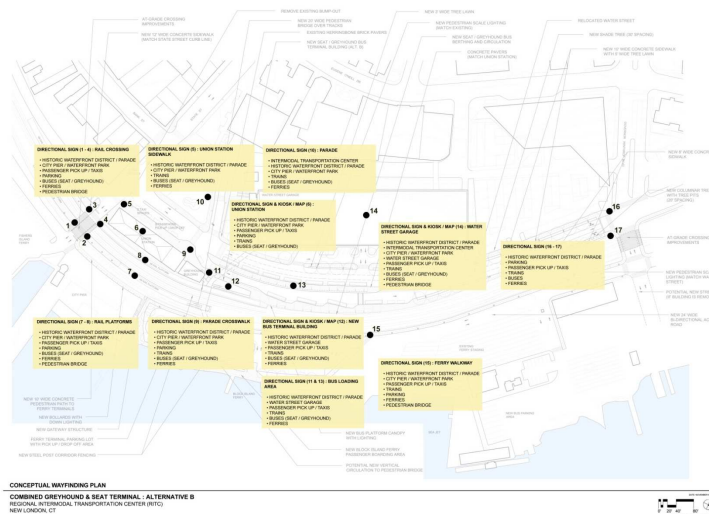
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## Wayfinding Plan



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## Bus Terminal

- **Early alternatives recap**
- **Stakeholder and SCCOG feedback**
- **Revised alternatives**
  - East Side of Water Street
  - Two alternatives
  - Some drawbacks
- **Backup alternatives**
  - Drawbacks
- **Best practice alternative**
  - Financial Feasibility Issues
- **Property considerations**

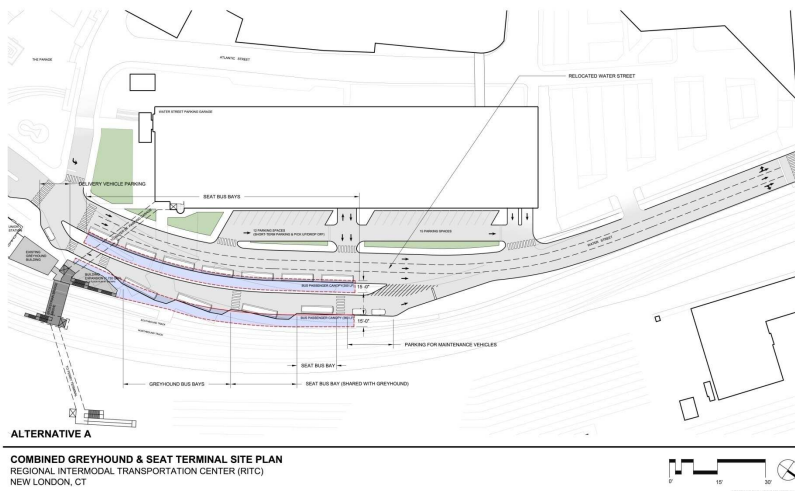
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## Bus Terminal – Alternative A



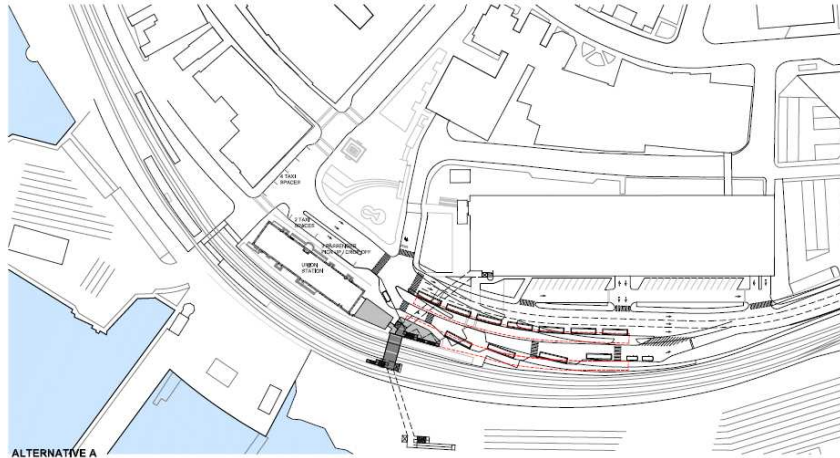
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## Bus Terminal Context – Alternative A



ALTERNATIVE A

COMBINED GREYHOUND & SEAT TERMINAL CONTEXT DIAGRAM  
REGIONAL INTERMODAL TRANSPORTATION CENTER (RITC)  
NEW LONDON, CT



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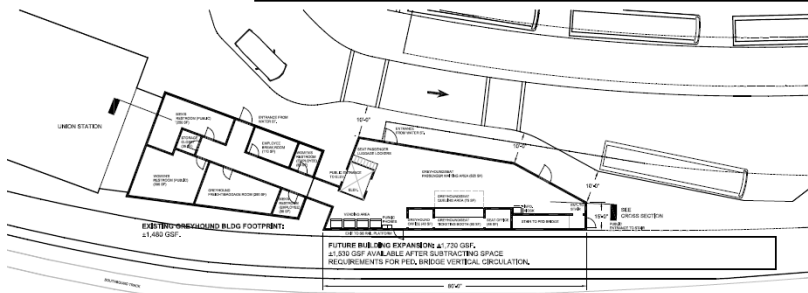
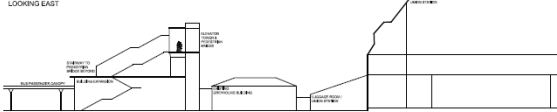
## Bus Terminal Floorplan – Alternative A

### NOTES:

1. THIS FLOOR PLAN DOES NOT MEET MINIMUM SPACE REQUIREMENTS FOR PASSENGER WAITING AREA, AS DEFINED BY THE DRAFT ARCHITECTURAL PROGRAM (AMONG OTHER PROGRAM ELEMENTS).
- MINIMUM WAITING AREA REQUIRED FOR SEAT: 500 SF (20 PASSENGERS AT 15 SF PER)
- MINIMUM WAITING AREA REQUIRED FOR GREYHOUND: 375 SF (25 PASSENGERS AT 15 SF PER)
- TOTAL MINIMUM WAITING AREA: 875 SF
- TOTAL PROVIDED: 625 SF

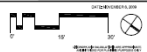
2. IT'S POSSIBLE TO PROVIDE ADDITIONAL INTERNAL PASSENGER WAITING AREA. SEE ALTERNATIVE B

### CONCEPTUAL CROSS SECTION - LOOKING EAST



ALTERNATIVE A

DRAFT CONCEPTUAL FLOOR PLAN  
REGIONAL INTERMODAL TRANSPORTATION CENTER (RITC)  
NEW LONDON, CT



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Dec. 3, 2009

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## Other Modes

### Auto Uses

- Drop-off – in front of Union Station
- Pick-up/Short term parking in front of Water Street Garage
- Zipcar in Water Street Garage
- Car rental in Union Station

### Taxis

- Pick-up and drop-off in front of Union Station
- Queue – Include first block of State Street, remove bulb-out

### Bicycle

- Bike racks
- Bike rental

## Visual Impacts – Current View



## Visual Impacts – Current View



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## Visual Impacts – Alternative B – Center Section of Ped. Bridge



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## Visual Impacts – Alternative B– Center Section of Ped. Bridge



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## Visual Impacts – Alternative B– Center Section of Ped. Bridge



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## Visual Impacts– Alternative B– Center Section of Ped. Bridge



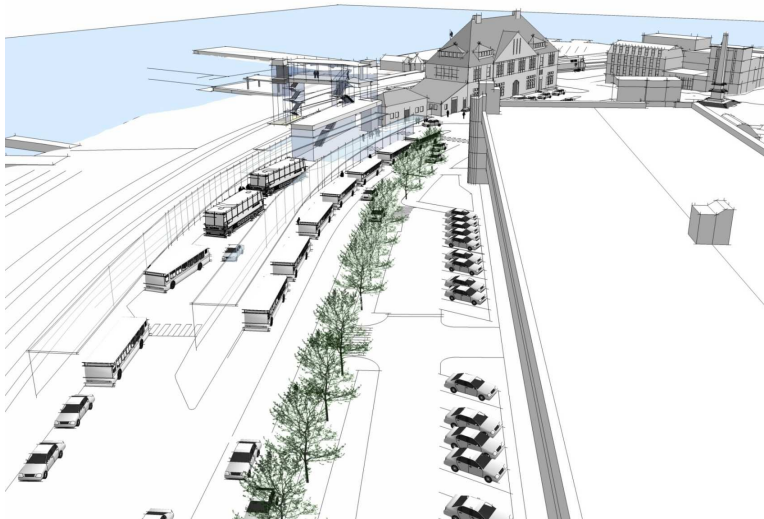
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## Visual Impacts– Alternative B– Center Section of Ped. Bridge



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## Visual Impacts– Alternative B – Center Section of Ped. Bridge



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## Visual Impacts – Alternative B – Full Pedestrian Bridge



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## Visual Impacts – Alternative B – Full Pedestrian Bridge



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## Cost Estimate: Short Term and Immediate Improvements

Pedestrian/Wayfinding	\$3.6M
Pedestrian Bridge - Over Amtrak	\$3.2 M
Pedestrian Bridge - Extension to Garage	\$1.0M
Pedestrian Bridge - Extension to Ferry	\$3.8M
Bus Terminal and Canopies	\$1.3M
Water Street Reconstruction	\$1.7M
<b>TOTAL - Short Term and Immediate Improvements</b>	
including Engineering/Inspection, Contingency and Inflation	<b><u>\$25.0M</u></b>
 Immediate Improvements (excluding CSF internal)	<b>\$4.7M</b>
Additional Immediate Improvements (at CSF property)	<b>\$0.8M</b>
Ongoing Operating Costs Per Year	<b>\$0.3-\$0.4 M</b>

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## Short Term Construction Economic Impacts of RITC

➤ Direct jobs	88
➤ Direct payroll	\$4.2M
➤ Direct material purchases in the region	\$6.7M
➤ Direct and indirect jobs	145
➤ Total earnings impact	\$6.3M

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## Short Term Construction Fiscal Impacts of RITC

➤ Annual loss of real property taxes	\$ 25,600
➤ Capitalized value of lost real property tax (based on current 30 year municipal bond yield of 4.5%)	\$568,900
➤ Sales tax (on direct and indirect construction generated sales)	\$ 76,100
➤ Direct income tax	\$155,200

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## Long Term Economic and Development Impacts

- Enhanced TOD opportunities including Union Station
- Impacts of site constraints (does not meet best practices)
- Induced transit ridership (intercity and local bus, rail and ferry)
- Transit user benefits
- Transit operational costs
- Ongoing facility operational costs
- Enhanced pedestrian access
- Environmental and air quality impact

## Environmental Considerations

- **Built environment**
  - Need for CT DEP permits
  - Some potential for hazardous materials
- **View shed impacts**
- **State Historic Preservation Officer approval**
  - Section 106 and 4(f)
- **Local building permits and City Council approval**

## Governance

### ■ Four models

- Single existing entity
- Multiple existing entities
- New special purpose entity
- Private sector/developer

### ■ Recommendations

- Major State role
- State ownership of bus terminal, train station, pedestrian bridge
  - Negotiate purchase or long term lease at least first floor of Union Station and the area required for the bus terminal and pedestrian bridge
- Existing ownership of ferry terminals and garages
- Creation of a new RITC association to coordinate information, etc.

## Operational/Information Coordination

### ■ Association could facilitate:

- Schedule Coordination and Static Information Sharing
- Real-Time Information Sharing on Delays and Service Adjustments
- Joint Ticketing
- Joint Marketing/Pre-Trip Customer Information
- Sharing of Maintenance Responsibilities for Linkages
- Longer Term Planning

## SUMMARY OF MEETING

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<b>Project:</b>	<b>Regional Intermodal Transportation Study</b>
<b>Date of Meeting:</b>	Thursday, December 3, 2009, 1 p.m.
<b>Location of Meeting:</b>	New London City Hall, Council Chambers
<b>Purpose of Meeting:</b>	Discussion of Preferred Alternative
<b>Meeting Attendance:</b>	Attendees listed on pages 5 & 6

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Jim Butler, Executive Director of Southeastern Connecticut Council of Governments (SCCOG) welcomed attendees and thanked the Steering Committee for being involved in the study. Jim emphasized the concepts that would be presented at the meeting were not detailed site plans. He said the concepts were not a SCCOG plan, but were based on input provided by stakeholders and the public throughout the course of the study. These would only be implemented by the people/entities involved and no concept would be forced on the City of New London.

Larry Englisher presented a preferred alternative that placed a new bus terminal on the east side of Water Street and a pedestrian foot bridge built in three segments – a segment that traversed the train tracks, a segment that connected to the Water Street Garage and a segment that connected to the Cross Sound Ferry property. (see presentation [http://www.seccog.org/intermodalStudy/pdfs/SteeringCmte\\_12309\\_FINAL.pdf](http://www.seccog.org/intermodalStudy/pdfs/SteeringCmte_12309_FINAL.pdf)). The presentation was followed by considerable discussion by committee members, the study team and SCCOG. Listed below is a summary of questions and responses in italics.

Dan Karp: Where would people access the garage on Water Street? Does the concept allow enough queue space for cars?

*Larry Englisher: Yes. Entry and queue space would be provided in the short term parking area in front of the garage.*

John Markowicz: Had you considered a two-story bus terminal?

*Skip Smallridge: In our experience with bus terminals, people need to feel they are near the buses or they won't use the indoor waiting area. We think people on a second story waiting area would have too much anxiety as they would have to get down the stairs in time to meet the bus.*

Charles Curtin: Taxi parking in front of Union Station works differently than in other cities. The last two cars in the queue are the most active cars because they are closest to where passengers get off the train. You should consider angled back-in parking for taxis because it would create more spaces and is safer.

*Larry Englisher: We provided queue space on State Street to enable taxis to use a more traditional queuing approach with loading/unloading occurring in front of the station. There should be further discussion and coordination with the taxi operators on the taxi operating strategy.*

Craig Bordiere: How high is the pedestrian bridge? Is there internal and external access to it?

*Larry Englisher: The bridge is 55 feet at its highest point and can be accessed both internally and externally.*

John Markowicz: The glass windbreak along the bus island is positioned on the east side but the prevailing winds come from the west. I would suggest more enclosure.

*Jim Butler: The glass also serves to prevent passengers spilling onto the roadway.*

*Larry Englisher: The final design could incorporate some windbreaks on the west side.*

Sandra Chalk: Is there access to the southbound train platform?

*Larry Englisher: Yes, there is access at the northern end of the proposed bus terminal and through the train station and at the southern end of the terminal.*

John Markowicz: Did anyone suggest the pedestrian bridge be wider and incorporate a ticket area?

*Larry Englisher: No. We were interested in minimizing visual impact and cost.*

Sandra Chalk: Where will the access be to Shore Line East (SLE)?

*Larry Englisher: The southbound platform now used by SLE can be accessed on the north side of the bus terminal. However, with the increased service the plan is for the SLE trains to be on the freight track and we understand the northbound platform will be modified to accommodate this. Passengers would need to use the pedestrian bridge to access this platform (or the State Street surface crossing).*

Frank McLaughlin: Can you expand on the \$3.6 million pedestrian wayfinding?

*Larry Englisher: This cost is for more than just the wayfinding; it includes other pedestrian improvement, a lot of paving of sidewalks in addition to signs.*

Who will clean the glass in the new bus terminal? Will Greyhound and SEAT contribute?

CTDOT representative Andy Davis addressed attendees and said his department would review the report and would provide comments. He noted that the governance recommendation was that the State acquire the train station property. He said if the State acquired the train station, it would want to take the Water Street garage as well to provide revenue for ongoing operating costs. Andy said the State would need to know what improvements to the Station would be required in the short and long term. He asked that information on acquiring property, maintenance costs and annual operating costs be detailed. He also asked whether an association would be allowable under federal laws and noted that State laws would apply.

*Jim Butler said the State will be given a range of costs. We do know the Water St. Garage has had a valuation.*

*Dick Guggenheim from SCCOG said CONNDOT has submitted a project budget estimate of \$10 million to Congressman Courtney's office for inclusion as an earmark in the reauthorization of the next federal transportation act as a "placeholder" for this cost.*

Tony Sheridan: I think today's plan is a dramatic improvement. It looks like the pedestrian bridge is above the top floor of the garage. It will be important for the public to see a final finished design for the bridge.

*Larry Englisher: The bridge connects to the top floor of the garage. This is a master plan not a design study but we could include in the final report and presentation photos of similar pedestrian bridges elsewhere as examples.*

*Andy Davis: The bridge will probably end up looking like the pedestrian bridge in Old Saybrook.*

Tony Sheridan: We would need something that would look good and that would compliment the architecture already existing at Union Station.

*Jim Butler: The design concept for the building is light and airy, especially compared to the other pedestrian bridge that looked too blocky and heavy.*

Dan Karp: Does the State typically own garages at other train stations?

*Andy Davis: Yes, we own the stations in New Haven, Stamford.*

Harry Smith: Are the garages at stations only for station use? Does the State own garages that serve joint uses?

*Chris Bordiere: Generally the garages are used by commuters.*

*Andy Davis: The City of Bridgeport owns the garage at the station but it is operated by the State and Bridgeport does not receive revenue. This garage, however, also serves as parking for the sports facilities in the area – hockey, baseball.*

*Jim Butler: Some special arrangements could be made to address non-commuter use of the garage.*

Dan Karp: How much space is lost by the proposed widening/moving of Water Street?

*Chris Riale: We think a maximum of 50 feet but it is unlikely to result in many lost parking spaces.*

John Markowicz: What is the rationale for the pedestrian bridge? Who pays for the pedestrian bridge? What if the response to Shoreline East doesn't justify added trains?

*Jim Butler: The State views the pedestrian bridge as very important for safety and hopefully would pay for the bridge, perhaps with assistance from the federal government.*

*Andy Davis: The State likes localities to contribute a share.*

*Harry Smith: Even distressed communities?*

*Andy Davis: All communities.*

Todd O'Donnell: I've learned that \$10.8 million has been set aside for a downtown intermodal center and \$7 million to acquire the New London railroad station.

*Andy Davis: Sometimes congressional representatives will list projects.*

*Dick Guggenheim: That item and amount is just a placeholder.*

Harry Smith: The team has presented a preferred alternative yet you've noted a number of drawbacks that you're concerned about if the transportation center is located on the east side of Water Street.

*Skip Smallridge: Yes, we see a number of operational drawbacks to the preferred alternative.*

*Jim Butler: We looked at locating the bus terminal on the west side of Water Street in front of the garage, but it resulted in circulation issues, lost parking and would require a retrofit of the garage. We also looked at relocating the bus terminal to Governor Winthrop Blvd. and rejected that location. We think we can live with this design.*

*Jim Martin: I think the preferred alternative is a wonderful improvement over what we have now. The glass structure would mitigate the concerns about the visual impact of the building.*

Sandra Chalk: I think the short term improvements to sidewalks and wayfinding are fantastic. I do not think the study addressed well potential uses of Union Station. It has deep basements, one half the main floor is available as well as one half the second floor and attic. I am puzzled that more thinking hasn't gone into this rather than building new.

*Larry Englisher: We concluded Union Station would not work well for bus passengers. The distance from the SEAT bus stop is too great for passengers to be able to make connections and the stop can't be closer. Greyhound needs to be close to buses because their passengers have baggage. Visibility to the street from Union Station is poor because of its narrow windows and ADA accommodations would be needed. This study has not proposed specific uses for Union Station. Placing a visitor's center, café and service desk for rental cars within the station have been suggested. Any purchase or long term lease of Union Station would have to consider the need for parking to support uses of the building, perhaps providing dedicated parking within the Water Street Garage.*

Sandra Chalk: Isn't the re-use of existing stations part of the Transportation Enhancement Act? There are wonderful examples of re-use of historic stations for bus and train passengers. These stations also take advantage of transit-oriented-development (TOD) opportunities. Worcester, MA has done a wonderful job rehabilitating their Union Station.

*Skip Smallridge: What we're finding with TOD projects nationwide is that a lot of the development besides the transit functions is transit adjacent development and that somewhere only between 5-10% of the people living or working in the development actually use the transit. We also found that stations do not need a lot of retail space. For example, New Haven has about only 5,000 sq. ft retail space even though it has a lot of commuters using the station. Worcester's retail space is on very shaky ground; that station is at the beginning of a 15-20 year redevelopment plan.*

John Markowicz: Why didn't you connect the pedestrian bridge to the east side of Union Station?

Todd O'Donnell: It would have been less obtrusive to make the connection on the east side. There was originally a footbridge at the building. I had someone develop concepts for this and an underground connection and can share them.

*Larry Englisher: there would be additional impacts on the historic station if a pedestrian bridge were constructed from the east side of the Union Station building. The pedestrian bridge would be very high up since it must go over the catenary unlike the old footbridge. It would also block the view down State Street through to the Thames River if constructed at this location.*

John Markowicz: An additional ground-level crossing would have worked but I understand that the federal government wants to reduce, not add crossings, and we need the two that we have to access the ferries.

*Larry Englisher: Yes that is true. We documented that in the appendix to the pre-meeting handout as well as follow-up on other comments from the prior meeting.*

Jim Butler thanked everyone for attending and for their input, and said a public meeting on the study's recommendations will be held in January. In response to a question, he said there will be a comment period that would end a short time after the public meeting is held. The draft report will then be presented to the SCCOG board.

The meeting adjourned at 3:20 p.m.

**Meeting Attendees:**

***Steering Committee:***

Tony Sheridan	Chamber of Commerce of Eastern CT
Harry Smith	City of New London
Stan Mickus	Cross Sound Ferry
Mark Hood	CT DECD
Charles Curtin	Curtin Transportation
Dan Karp	Daniels Dairy Downtown
Sandra Chalk	New London Landmarks
Frank McLaughlin	New London Main Street
Dan Steward	SCCOG, Town of Waterford
James Martin	SEAT
John Markowicz	seCTer
Sen. Andrea Stillman	State Sen. 20 <sup>th</sup> District
Todd O'Donnell	Union Station

***ConnDOT***

Andy Davis	ConnDOT (Planning)
Craig Bordiere	ConnDOT (Rails)
Jon Foster	ConnDOT (Rails)

***SCCOG Staff***

James Butler	SCCOG
Dick Guggenheim	SCCOG

***Study Team***

Larry Englisher  
Jim Wensley  
Skip Smallridge  
Chris Riale  
Jill Barrett  
Paul Schmidt

TranSystems  
TranSystems  
Crosby Schlessinger and Smallridge  
Crosby Schlessinger and Smallridge  
Fitzgerald & Halliday, Inc.  
URS

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## 4. Board Meeting



Southeastern Connecticut Council of Governments

## Regional Intermodal Transportation Center Master Plan and Efficiency Study

SCCOG Board Meeting

January 19, 2010



## Agenda

- Introduction
- The Existing Transportation Center and Functions
- Economic Development and the Transportation Center
- Long Term Vision Concepts
- Short Term Improvement Alternatives

## Introduction

### Study Sponsors and Team

#### ► Southeastern Connecticut Council of Governments

- James Butler, Executive Director & Project Manager

#### ► Connecticut Department of Transportation

#### ► Consultant Team

- TranSystems
  - Larry Englisher, Consultant Project Manager
- Fitzgerald & Halliday, Inc.
- URS Corporation
- Crosby Schlessinger and Smallridge
- Basil Baumann Prost and Cole

### Study Purpose

#### ► Develop a seamless regional transportation hub that supports revitalization of downtown New London

#### ► Create a Master Plan for the Transportation Center

- Review suitability of location
- Identify operational issues and solutions
- Estimate costs of improvements
- Identify development opportunities
- Identify synergies and partnerships

## How the Study was Conducted

### ► Technical Tasks

- Screening Evaluation of Sites
  - Downtown vs. Ft. Trumbull
- Transportation Needs
- Infrastructure Conditions and Opportunities
- Transit Oriented Development Opportunities
- Development and Evaluation of Options
- Master Plan

### ► Public Involvement

- Two public meetings
- Six Steering Committee Meetings
- Meetings with key stakeholders & property owners
- Passenger surveys
- Newsletters/fact sheets
- Website: [www.seccog.org](http://www.seccog.org)

## The Existing Transportation Center

- Union Station anchors the existing center
- Unique confluence of rail, bus and ferry
- Connections need improvement
- Well-functioning intermodal center is considered vital to future development



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SCCOG Board Meeting January 19, 2010

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## Existing Transportation Services

- |                                    |   |
|------------------------------------|---|
| ➤ Amtrak Intercity Rail            | ➤ SEAT Bus (7 routes pulse)               |
| ➤ Shore Line East Commuter Rail    | ➤ Casino Coaches (meet passenger ferries) |
| ➤ Greyhound Intercity Bus          | ➤ Taxi                                    |
| ➤ Cross Sound Ferry to Long Island | ➤ Private Automobile Parking              |
| ➤ Block Island Express Ferry       | ➤ Pick up / Drop off                      |
| ➤ Fishers Island Ferry             | ➤ Bicycle                                 |
|                                    | ➤ Pedestrian                              |
|                                    | ➤ Tourist Shuttle (proposed)              |



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## Major Needs

### ► Street Space and Bus Stops

- Adequate bus bays, curb space for pickup/drop-off and taxis

### ► Buildings and Facilities

- Bus and Block Island ferry waiting area, retail/food amenities
- Repairs to garage structure and elevators, ADA accessibility
- Encourage full use of Union Station

### ► Parking and Traffic

- Parking for Shore Line East expansion (100 then 200-300) and summer weekend needs
- Minimize Traffic Impacts

### ► Pedestrian Connections between Modes

- Safety, directness, attractiveness, accessibility and physical condition
- At railroad crossings, to and from ferries, key intermodal connections

### ► Information, Orientation and Aesthetics

- Wayfinding signage, static and real time information, appearance/visitor-friendliness

### ► Ability to Phase Improvements

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## The Transportation Center and Economic Development

### ► Transportation center can be a catalyst for development within walk distance

- Transportation users represent large, untapped market
- Transportation assets enables access to federal dollars
- 130,000 - 473,000 SF of retail, office and residential over 10 years

### ► Based mid-level estimate, could yield:

- More than 300 new residents and 350 new jobs
- \$1.6M in annual property tax revenue to City
- \$1.8M in sales and income tax revenue to State

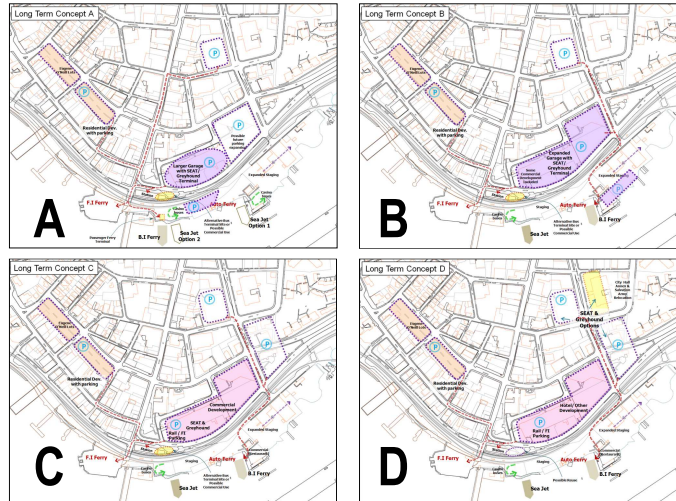
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## Long Term Concepts (with or without Pedestrian Bridge or Tunnel)



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## Evaluation of Long Term Concepts

- Major tradeoffs exist among concepts
- Stakeholders did not develop a clear preference for the long term future
  - ☛ Preferred keeping transportation functions together
  - ☛ Liked ideas that encouraged pedestrians to visit businesses
  - ☛ Water Street Garage will not be replaced for some time
  - ☛ Felt that study should focus on shorter term solutions

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## Development of Master Plan for Short Term

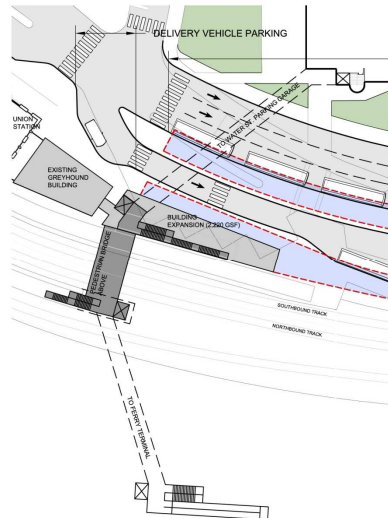
- Developed and evaluated an initial set of alternatives
- Presented to key stakeholders
- Revised in response to stakeholder concerns
- Focused on immediate (1-2 years) and short term (3+ years)
- Focused on keeping all modes close together on the east side of Water Street
- Included pedestrian bridge in short term plan per Connecticut DOT

## Components of Short Term Preferred Alternative

- Pedestrian Bridge and Other Improvements
- Wayfinding Improvements
- Rail Station Improvements
- Combined Bus Terminal
- Pick-up/Drop-off/Taxi Improvements

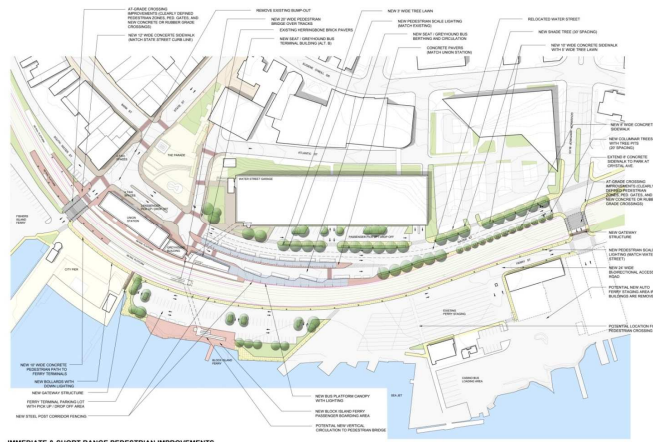
## Pedestrian Bridge

- Minimum segment over tracks
- Located 36 to 55 feet over rail tracks
- Integrated with bus terminal building
- Could extend to Water Street Garage
- Could extend to Cross Sound Ferry (possible passenger terminal)
- Tunnel option was also investigated



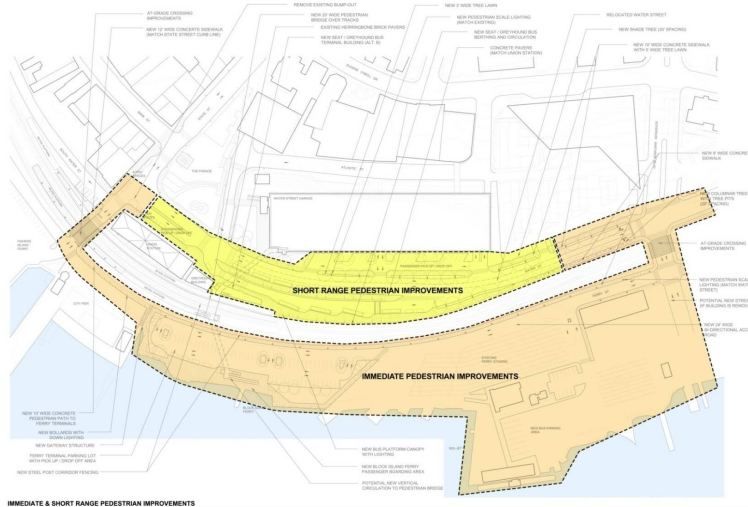
## Pedestrian Improvements

- Pedestrian bridge
- Sidewalks/pathways on both sides of rail ROW
- Use of pavers
- Quad gates/ rubber surfaces at the two RR crossings
- Fencing of ROW
- Landscaping
- Gateway structures
- Pedestrian scale lighting
- Canopies with lighting



IMMEDIATE & SHORT RANGE PEDESTRIAN IMPROVEMENTS

## Immediate and Short Range



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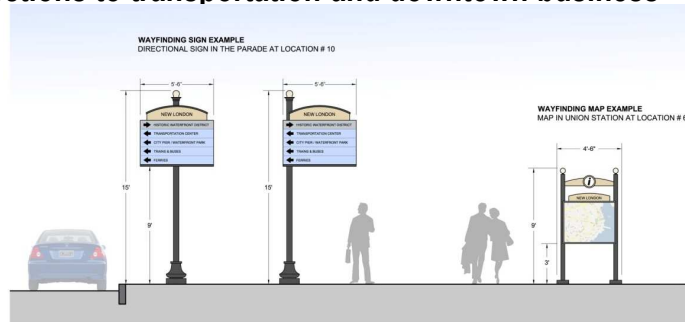
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## Wayfinding Plan

- 17 locations
- Maps and signs
- For pedestrians and vehicles
- Directions to transportation and downtown business



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## Rail Station Improvements

### ➤ Amtrak

- No major improvements needed

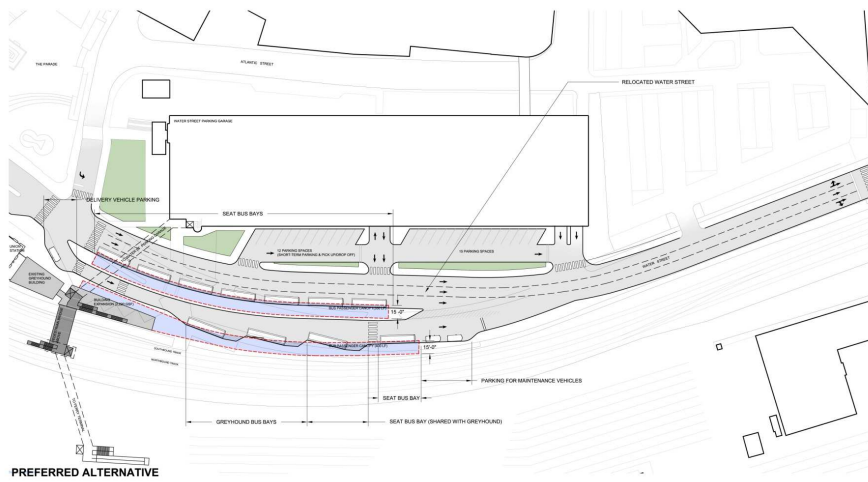
### ➤ Shore Line East

- At Amtrak's request, SLE will use Track 6 (freight track)
- ConnDOT will make short term modifications to northbound platform to allow access to Track 6
- ConnDOT may consider a future platform on the water side of Track 6
  - Would impact pedestrian bridge design

## Bus Terminal – Preferred Alternative

- East side of Water Street
- Water Street relocated to provide space
- Expanded capacity for buses
- New bus terminal building near bus stops
- Large enclosed waiting room with view of buses
- Requires use of currently private property

## Preferred Alternative - Bus Terminal Layout



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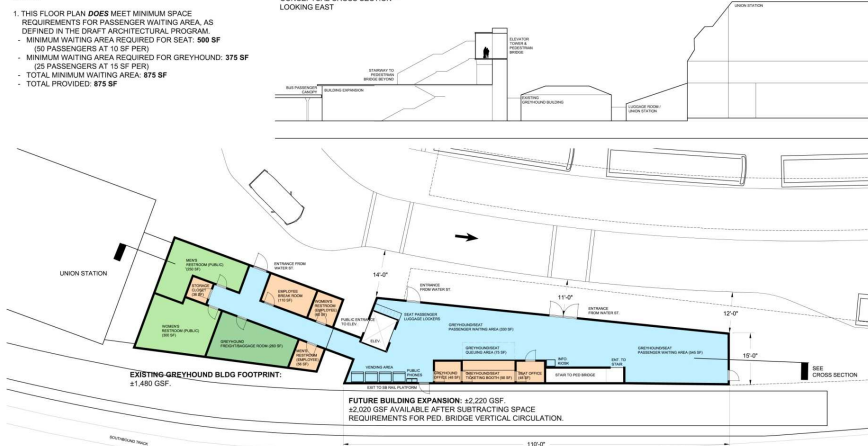
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## Preferred Alternative Bus Terminal Conceptual Floorplan

### NOTES:

1. THIS FLOOR PLAN DOES MEET MINIMUM SPACE REQUIREMENTS FOR PASSENGER WAITING AREA, AS DEFINED IN THE DRAFT ARCHITECTURAL PROGRAM.
  - MINIMUM WAITING AREA REQUIRED FOR SEAT: 500 SF (50 PASSENGERS AT 10 SF PER)
  - MINIMUM WAITING AREA REQUIRED FOR GREYHOUND: 375 SF (25 PASSENGERS AT 15 SF PER)
  - TOTAL MINIMUM WAITING AREA: 875 SF
  - TOTAL PROVIDED: 875 SF

### CONCEPTUAL CROSS SECTION - LOOKING EAST



PREFERRED ALTERNATIVE

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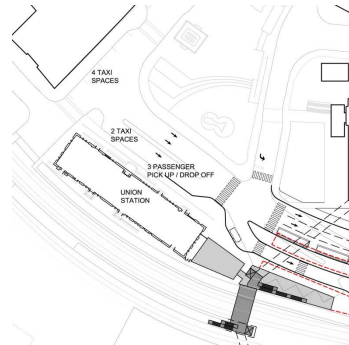
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## Other Modes in the Short Term Plan

### Auto Uses

- Drop-off in front of Union Station
- Pick-up/Short term parking in front of Water Street Garage
- Zipcar in Water Street Garage
- Car rental in Union Station



### Taxis

- Pick-up and drop-off in front of Union Station
- Queue – Include first block of State Street

### Bicycles

- Bike rental
- Bike racks

## Visual Impacts – Current Views from the Parade



## Visual Impacts of Preferred Short Term Alternative – with Bus Terminal/Canopy and the Center Section of Pedestrian Bridge



New London RITC Master Plan  
SCCOG Board Meeting January 19, 2010

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## Visual Impacts of Short Term Preferred Alternative – with Bus Terminal/Canopy and the Full Pedestrian Bridge



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## Visual Impacts of Preferred Short Term Alternative – with Bus Terminal/Canopy and the Center Section of Pedestrian Bridge



New London RITC Master Plan  
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## Visual Impacts of Preferred Short Term Alternative – with Bus Terminal/Canopy and the Full Pedestrian Bridge



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## Environmental Considerations

- **Built environment**
  - Need for CT DEP permits
  - Some potential for hazardous materials
- **View shed impacts**
- **State Historic Preservation Officer approval**
  - Section 106 and 4(f)
- **Local building permits and City Council approval**

## Governance Recommendation

- **Major State role**
  - State ownership of train station, bus terminal and pedestrian bridge
  - Negotiate purchase or long term lease (of at least first floor of Union Station and the area required for the bus terminal and pedestrian bridge)
  - Possible State ownership or long term lease of Water Street Garage
- **Existing ownership of ferry terminals**
- **Creation of a new RITC association**
  - Principal membership – Transportation Providers, City and ConnDOT
  - Responsibilities
    - Schedule Coordination and Static Information Sharing
    - Real-Time Information Sharing on Delays and Service Adjustments
    - Joint Marketing/Pre-Trip Customer Information and Joint Ticketing
    - Sharing of Maintenance Responsibilities for Linkages
    - Longer Term Planning

## Cost Estimate: Short Term and Immediate Improvements

**Immediate (including CSF internal)**  
**Short Term with Full Pedestrian Bridge**

**\$5.5 M**

**\$17.2 M**



- Pedestrian/Wayfinding
- Ped. Bridge - Over Tracks
- Ped. Bridge - To Garage
- Ped. Bridge - To Ferry
- Bus Terminal & Canopies
- Water St Reconstruction

**Ongoing Operating Costs Per Year**

**\$0.3-\$0.4 M**

New London RITC Master Plan  
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## Fallback Minimum Construction Alternative

- **Bus Terminal remains on the east side of Water Street**
- **Water Street not relocated**
- **Maintains current bus capacity**
- **Preserves the full current Water Street Garage site for future development**
- **Uses existing buildings with renovation**
- **Requires use of currently private property**
- **Indoor waiting area farther from buses**
- **Short Term \$3M without Pedestrian Bridge (excluding immediate pedestrian improvements)**

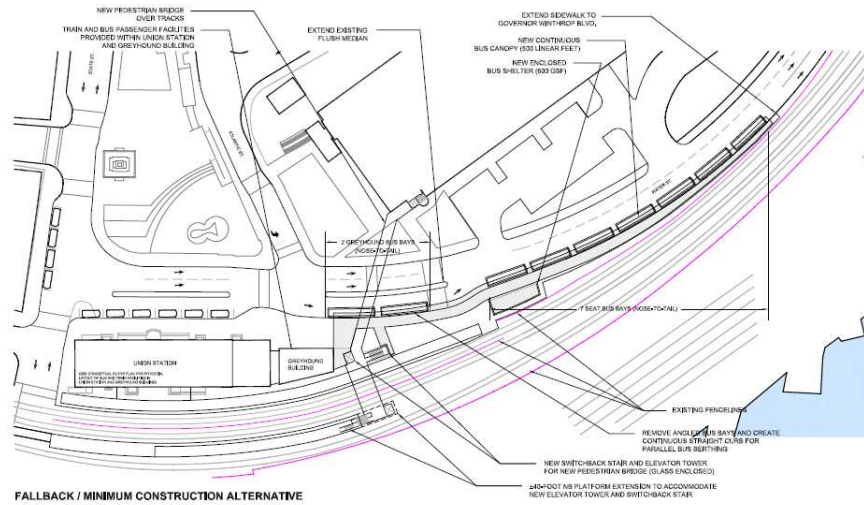
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## Fallback Minimum Construction Alternative



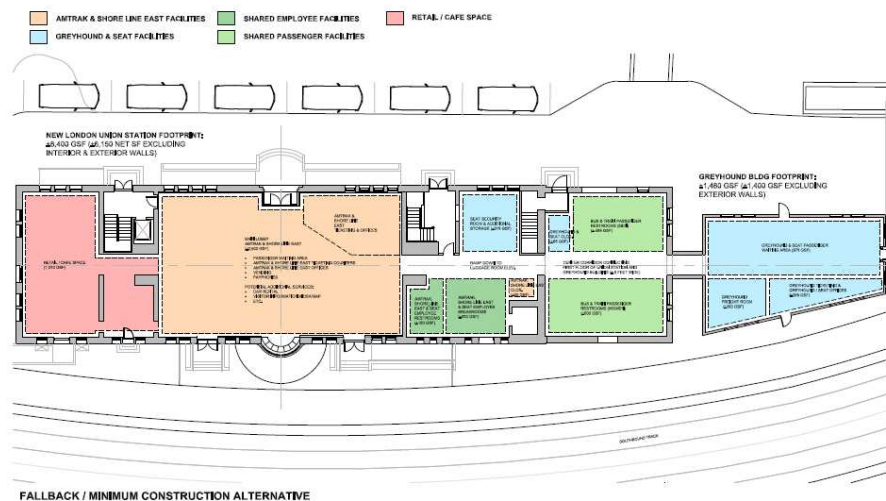
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## Fallback Minimum Construction Alternative Train Station and Bus Terminal Conceptual Floor Plan



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## 5. Passenger Surveys



## Survey of Ferry Riders: Cross Sound Ferry / Sea Jet / Block Island Express Ferry

We are asking people using the ferry to tell us how we can improve your experience at the ferry terminal and surrounding area as part of a study to improve New London's transportation center. Please complete this questionnaire and return it to the surveyor. Your answers to the following questions will be very helpful to this project. Thank you.

Today's Date/Time \_\_\_\_\_

1. What is the primary purpose of your trip?

- ☐ Recreation
- ☐ Work-related
- ☐ Other \_\_\_\_\_

2. What is your destination? \_\_\_\_\_

3. Are you making a round trip on the ferry or just traveling one-way?

- ☐ One-way (Please skip to Question 5)
- ☐ Round trip (Continue with Question 4)

4. If you are making a round trip, is this your return trip?

- ☐ Yes
- ☐ No

5. How many people are in your travel party? \_\_\_\_\_

6. Did you or your travel party bring a car onto the ferry?

- ☐ Yes (Please skip to Question 8)
- ☐ No (Continue with Question 7)

7. If no, how did you get to the ferry terminal in New London?

- ☐ Used a car that is parked near the ferry terminal in New London (Please indicate the specific parking location)
  - ☐ Ferry Property
  - ☐ Water Street Garage
  - ☐ Gov. Winthrop Blvd. Garage
  - ☐ Eugene O'Neill Dr. Parking Lots
  - ☐ Other \_\_\_\_\_
- ☐ Dropped off
- ☐ Local Bus (SEAT)
- ☐ Intercity Bus (Greyhound/Peter Pan)
- ☐ Charter Bus
- ☐ Amtrak or Shore Line East Train
- ☐ Taxi
- ☐ Casino Bus
- ☐ Walked
- ☐ Other \_\_\_\_\_

8. How would you rate the ferry terminal in New London using the following scale: 5 (Very Good), 4 (Good), 3 (Average), 2 (Poor) and 1 (Very Poor). If item does not apply, check "n/a".

	5	4	3	2	1	n/a
Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Getting to / from the Terminal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Making Connections with the Ferry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfort at the Terminal (seating, climate control)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amenities at the Terminal (food services, restrooms, newsstand)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of finding location of other connections (rail, ferry, bus, taxi, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearly-marked schedules for all transportation (rail, ferry, bus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing Tickets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Security at the Terminal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Safety at the Terminal (and While Making Connections)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nearby Places of Interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Did you or will you visit any of the following downtown New London businesses on this trip (other than at a Ferry Terminal Concession)? Check all that apply:

- ☐ Shopping
- ☐ Restaurant
- ☐ Office/Workplace
- ☐ None
- ☐ Other \_\_\_\_\_

10. How likely would you be to go to downtown New London if there were improved/additional shopping, restaurants, culture/entertainment, business services, recreation, etc.? (Check one.)

- ☐ Very Likely
- ☐ Likely
- ☐ Don't Know
- ☐ Unlikely
- ☐ Very Unlikely

11. Of the following, which do you think would be most important in making downtown New London more of a "destination" for visitors and/or residents? (Check one.)

- ☐ Create a cultural/entertainment center
- ☐ Expand retail shopping
- ☐ Have more restaurants, including fine dining
- ☐ More housing
- ☐ Other \_\_\_\_\_

## Survey of Rail Passengers

We are asking people using the train to tell us how we can improve your experience at Union Station and the surrounding area as part of a study to improve New London's transportation center. Please complete this questionnaire and return it to the surveyor. Your answers to the following questions will be very helpful to this project. Thank you.

Today's Date/Time \_\_\_\_\_

1. Which train are you taking today?

- ☐ Amtrak
- ☐ Shore Line East

2. What is your destination? \_\_\_\_\_

3. How often do you use the train at New London?

- ☐ At least once a week
- ☐ About once or twice a month
- ☐ Less than once a month
- ☐ Never, this is the first time

4. What is the purpose of your trip?

- ☐ Commuting to work
- ☐ Business travel
- ☐ Social/Recreational Trip
- ☐ School
- ☐ Other \_\_\_\_\_

5. How did you get to the train station?

- ☐ Used a car that is parked near the train station in New London (Please indicate the specific parking location)
  - ☐ Water Street Garage
  - ☐ Gov. Winthrop Blvd. Garage
  - ☐ Eugene O'Neill Dr. Parking Lots
  - ☐ Other \_\_\_\_\_
- ☐ Dropped off
- ☐ Local Bus (SEAT)
- ☐ Intercity Bus (Greyhound/Peter Pan)
- ☐ Charter Bus
- ☐ Amtrak or Shore Line East Train
- ☐ Ferry
- ☐ Taxi
- ☐ Casino Bus
- ☐ Walked
- ☐ Other \_\_\_\_\_

6. How would you rate the train station in New London using the following scale: 5 (Very Good), 4 (Good), 3 (Average), 2 (Poor) and 1 (Very Poor). If item does not apply, check "n/a".

	5	4	3	2	1	n/a
Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Getting to / from the Station	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Making Connections with the Train	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfort at the Station (seating, climate control)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amenities at the Station (food services, restrooms, newsstand)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of finding location of other connections (ferry, bus, taxi, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearly-marked schedules for all transportation (rail, ferry, bus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing Tickets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Security at the Station	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Safety at the Station (and While Making Connections)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nearby Places of Interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. What is the most important improvement needed to the train station facilities?

\_\_\_\_\_

8. Did you or will you visit any of the following downtown New London businesses on this trip (other than at the train station Concession)? Check all that apply:

- ☐ Shopping
- ☐ Restaurant
- ☐ Office/Workplace
- ☐ None
- ☐ Other \_\_\_\_\_

9. How likely would you be to go to downtown New London if there were improved/additional shopping, restaurants, culture/entertainment, business services, recreation, etc.? (Check one.)

- ☐ Very Likely
- ☐ Likely
- ☐ Don't Know
- ☐ Unlikely
- ☐ Very Unlikely

10. Of the following, which do you think would be most important in making downtown New London more of a "destination" for visitors and/or residents? (Check one.)

- ☐ Create a cultural/entertainment center
- ☐ Expand retail shopping
- ☐ Have more restaurants, including fine dining
- ☐ More housing
- ☐ Other \_\_\_\_\_

## Survey of Intercity Bus Passengers

We are asking people using the bus to tell us how we can improve your experience at Union Station and the surrounding area as part of a study to improve New London's transportation center. Please complete this questionnaire and return it to the surveyor. Your answers to the following questions will be very helpful to this project. Thank you.

Today's Date/Time \_\_\_\_\_

1. Which bus service are you waiting for?

- ☐ Greyhound
- ☐ Peter Pan
- ☐ Other \_\_\_\_\_

2. What is your destination? \_\_\_\_\_

3. How often do you use the intercity bus service at New London?

- ☐ At least once a week
- ☐ About once or twice a month
- ☐ Less than once a month
- ☐ Never, this is the first time

4. What is the purpose of your trip?

- ☐ Commuting to work
- ☐ Business travel
- ☐ Social/Recreational Trip
- ☐ School
- ☐ Other \_\_\_\_\_

5. How did you get to the bus terminal?

- ☐ Used a car that is parked near the bus terminal in New London (Please indicate the specific parking location)
  - ☐ Water Street Garage
  - ☐ Gov. Winthrop Blvd. Garage
  - ☐ Eugene O'Neill Dr. Parking Lots
  - ☐ Other \_\_\_\_\_
- ☐ Dropped off
- ☐ Local Bus (SEAT)
- ☐ Intercity Bus (Greyhound/Peter Pan)
- ☐ Charter Bus
- ☐ Amtrak or Shore Line East Train
- ☐ Ferry
- ☐ Taxi
- ☐ Casino Bus
- ☐ Walked
- ☐ Other

6. How would you rate the bus facility in New London using the following scale: 5 (Very Good), 4 (Good), 3 (Average), 2 (Poor) and 1 (Very Poor). If item does not apply, check "n/a".

	5	4	3	2	1	n/a
Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Getting to / from the Bus Terminal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Making Connections with the Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfort at the Terminal (seating, climate control)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amenities at the Terminal (food services, restrooms, newsstand)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of finding location of other connections (rail, ferry, bus, taxi, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearly-marked schedules for all transportation (rail, ferry, bus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing Tickets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Security at the Terminal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Safety at the Terminal (and While Making Connections)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nearby Places of Interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. What is the most important improvement needed to the Intercity Bus Terminal facilities?

\_\_\_\_\_

8. Did you or will you visit any of the following downtown New London businesses on this trip (other than at the Union Station Concession)? Check all that apply:

- ☐ Shopping
- ☐ Restaurant
- ☐ Office/Workplace
- ☐ None
- ☐ Other \_\_\_\_\_

9. How likely would you be to go to downtown New London if there were improved/additional shopping, restaurants, culture/entertainment, business services, recreation, etc.? (Check one.)

☐ Very Likely    ☐ Likely    ☐ Don't Know    ☐ Unlikely    ☐ Very Unlikely

10. Of the following, which do you think would be most important in making downtown New London more of a "destination" for visitors and/or residents? (Check one.)

- ☐ Create a cultural/entertainment center
- ☐ Expand retail shopping
- ☐ Have more restaurants, including fine dining
- ☐ More housing
- ☐ Other \_\_\_\_\_

## Survey of Local (SEAT) Bus Passengers

We are asking people using the SEAT bus to tell us how we can improve your experience at the Water Street Bus Stop, Union Station and the surrounding area as part of a study to improve New London's transportation center. Please complete this questionnaire and return it to the surveyor. Your answers to the following questions will be very helpful to this project. Thank you.

Today's Date/Time \_\_\_\_\_

1. Which SEAT bus are you boarding at the Water Street Bus Stop? Please specify:

Route No. \_\_\_\_\_ or Route Name \_\_\_\_\_

2. What is your destination? \_\_\_\_\_

3. How often do you use the SEAT buses in downtown New London?

- ☐ At least once a week
- ☐ About once or twice a month
- ☐ Less than once a month
- ☐ Never, this is the first time

4. What is the purpose of your trip?

- ☐ Commuting to work
- ☐ Business travel
- ☐ Social/Recreational Trip
- ☐ School
- ☐ Other \_\_\_\_\_

5. How did you get to the Water Street bus stop?

- ☐ Dropped off
- ☐ Other Local Bus (SEAT)
- ☐ Intercity Bus (Greyhound/Peter Pan)
- ☐ Charter Bus
- ☐ Amtrak or Shore Line East Train
- ☐ Ferry
- ☐ Taxi
- ☐ Casino Bus
- ☐ Walked
- ☐ Used a car that is parked near the Water Street bus stop in New London (Please indicate the specific parking location)
  - ☐ Water Street Garage
  - ☐ Gov. Winthrop Blvd. Garage
  - ☐ Eugene O'Neill Dr. Parking Lots
  - ☐ Other \_\_\_\_\_
- ☐ Other \_\_\_\_\_

6. How would you rate the Water Street Bus Stop in Downtown New London using the following scale: 5 (Very Good), 4 (Good), 3 (Average), 2 (Poor) and 1 (Very Poor). If item does not apply, check "n/a".

	5	4	3	2	1	n/a
Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Getting to / from the Water Street Bus Stop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience Making Connections with the SEAT Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfort at the Water Street Bus Stop (seating, climate control)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amenities at the Water Street Bus Stop (food services, restrooms, newsstand)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of finding location of other connections (rail, ferry, bus, taxi, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearly-marked schedules for all transportation (rail, ferry, bus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchasing Tickets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Security at the Water Street Bus Stop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Safety at the Water Street Bus Stop (and While Making Connections)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nearby Places of Interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. What is the most important improvement needed to the SEAT Water Street Bus Stop?

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8. Other comments:

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## Appendix G: Investigation of Several Stakeholder Suggestions Raised in June and July 2009

The consultant team followed up on several stakeholder suggestions made at the June and July meetings in accordance with the direction provided by the SCCOG. SCCOG direction, based on the consensus of the meetings, was to develop the master plan with all passenger transportation facilities on the east side of Water Street and pedestrian safety improvements including but not limited to an “up-and-over” pedestrian bridge crossing the railroad tracks (unless further investigation undertaken identifies a tunnel as a superior option). The consensus was understood to include joint bus facilities located next to Union Station. Specifically, the team prepared recommendations on the following issues so as to obtain confirmation from SCCOG before proceeding with the master plan design:

1. Feasibility of removing the freight siding (third track) at the station
2. Historic status of the Greyhound Building (and how it can be modified or reused)
3. Whether a tunnel is feasible and preferable to a footbridge
4. Feasibility of moving Water Street westward (and/or narrowing travel lanes to allow additional space for the bus facilities and a sidewalk on the east side)
5. Feasibility of introducing another pedestrian at-grade crossing

### 1. Feasibility of Removing the Freight Siding

It was suggested at the Stakeholder Meeting on June 30<sup>th</sup> by John Markowicz that the team examines removing or relocating the freight track in order to move the platforms farther north so as to allow pedestrian crossings at State Street while trains are in the station. In addition, the team realized that removing the freight track completely could also create more flexibility in locating the pedestrian bridge and a reduced need for vertical circulation. Investigation was conducted on whether the freight siding (known as Track 6) could be removed or relocated. **The team’s conclusion is that due to ConnDOT and Amtrak objections to removing the track and the high costs to relocate it, among other factors, these options are foreclosed.** The following discusses each of these in more detail.

#### a. Removing or Relocating the Freight Track to Allow Relocation of the Platforms

The first part of this is whether the freight track can be removed or relocated. The team called P&W RR and was initially told that the freight track cannot be removed. Since P&W has not needed the ability to bypass of the station recently, it appeared that the reason was not an operational one, although the high platforms on the main tracks could create width restrictions that the freight track would not have. However, the team subsequently determined that the key need for P&W is to have access to the NECR line and so it discussed preserving the connection to the NECR by relocating the switch to this track from the main line. This switch must be on tangent track and P&W thought that it could not be relocated north of the station due to lack of a tangent track. P&W also indicated that it might cost millions of dollars to make the change. Finally P&W noted that removing the track would be subject to agreement between Amtrak, P&W and NECR with Amtrak as the lead agency. (Later discussion with Amtrak revealed that Amtrak owns a portion of the track and the rest is owned by NECR.) However, relocating the switch to meet P&W needs is a moot point since ConnDOT indicated that it plans to use the track for

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SLE operations; this was also confirmed by Amtrak. Both ConnDOT and Amtrak therefore would oppose removing the track even if the freight needs for a switch could be addressed in another way.

If the track could not be removed, perhaps it could be relocated eastward to allow the platforms to be moved northward. This may require Governor Winthrop Boulevard crossing to be reconstructed and a narrowing of Ferry Street impacting plans for a better pedestrian path. Up to 12 catenary support towers would need to be relocated at significant cost. (Relocation would still leave the barrier between the northbound platform and Cross Sound Ferry.) It appears that such a relocation would impact Cross Sound Ferry as well as City property.

In order to open up State Street when trains are in the station, it would be necessary to move and extend the platforms. (Note that southbound trains would have to be stopped at least 100 feet north of State St.) ***Assuming the freight track could be removed or relocated***, it appears that the relocation of the platforms may be feasible, although it is not clear if there is sufficient space for the southbound platforms either on Amtrak land or using existing sidewalk space on the east side of Water Street. Full high platforms would likely be required and ramps from the historic station onto the platforms would have to be constructed. The existing canopy on the southbound platform would also have to be modified or reconstructed.

Newer speed sensing technology would have to be approved to allow pedestrian crossing while the train is approaching. Even if the platform relocation is feasible, there are several disadvantages. SEAT bus stop sidewalk space would be impacted and the ability to build a new bus terminal on the east side of Water St. (as described in some of the options) would be restricted. Passenger would have substantial additional walk distances to/from the station lobby (about 900 feet longer). Wheelchair passengers would have long distances from the first car on NB trains.

*The overall conclusion is that it is infeasible, too costly and undesirable from a passenger perspective to relocate the platforms and relocate/remove the freight track to enable the State Street crossing to be open when trains are in the station.*

#### **b. Removing the freight track and revising the pedestrian bridge concept**

***If the freight track were able to be completely removed and the platforms moved slightly northward<sup>1</sup>***, a pedestrian bridge could be aligned differently than in the prior pedestrian bridge concept. Moving the pedestrian bridge farther north would keep it farther from the historic station, perhaps making design more flexible (although a longer walk distance to and from the station is a disadvantage). And without the freight track, one vertical circulation element could be removed and the northbound track could open directly to the ferry property. It would have then been possible to do a simpler pedestrian bridge at considerably lower cost than the previous design. **The team now knows the track cannot be removed and so this is not a feasible option.**

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<sup>1</sup> a smaller modification that would not open up the State Street crossing

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## 2. Historic Status of the Greyhound Building

The Greyhound building, built at the turn of the twentieth century, was not included in the 1971 Union Station listing on the National Historic Register. Though not specifically described as a contributing structure, this building is now about 100 years old and located within the Downtown New London Historic District, which was listed in the National Register of Historic Places on April 13, 1979. Thus any work conducted at this location will have to be carefully orchestrated with the Connecticut State Historic Preservation Officer to ensure full compliance with Section 106 of the Historic Preservation Act, as federal funds will be likely used to develop the RITC. If the project were privately funded, Section 106 would not apply.

Additionally, if federal funds are used, Section 4(f) of the 1966 Department of Transportation Act (49 USC 303) will apply. Section 4(f) prohibits use of an historic property listed on or eligible for listing on the National Register of Historic Places, unless there is “no feasible or prudent” alternative to the use of the property and the project includes all possible planning to minimize harm. Section 4(f) is not advisory in nature and is taken seriously by federal agencies. Its provisions would apply to the Greyhound building.

The location of the Greyhound building within the Downtown Historic District does not mean the building cannot be altered or removed for a new terminal. The historic Yale Boathouse in New Haven is a local example of a National Register-eligible building that was taken down to allow the expansion of the Q Bridge. However, a process must be followed whereby a project’s sponsor works directly with the State Historic Preservation Officer. The sponsor must show that an effort was made to minimize harm and that all prudent and feasible alternatives to avoid an adverse effect were explored and that there was no prudent and feasible alternative. If an historic structure is removed, mitigation generally entails extensive documentation of the structure, to preserve a record of the structure. Also, working through the Section 106 and Section 4(f) processes will add time and expense to project development.

***It is the professional opinion of the consultant team that it would be risky to build the master plan on the premise of removing or significantly altering the Greyhound building since prudent and feasible alternatives clearly exist.***

## 3. Whether a Tunnel is Feasible and Preferable to a Pedestrian Bridge

Stakeholders requested that the feasibility and cost of tunnel and pedestrian bridge be compared so that the study sponsors could make a final decision of which is preferred. If a tunnel was not superior to a pedestrian bridge, the consensus of the July 28<sup>th</sup> meeting was that a pedestrian bridge be included in the master plan for the near term at least over the tracks but not necessarily to the Water Street Garage.

### Tunnel Feasibility / Pedestrian Bridge

In evaluating the feasibility of the tunnel and the pedestrian overpass connecting the west side of the railroad/train station and the east side of the railroad and ferry terminal, the following items and elements were considered:

1. Constructability
2. Disruption to existing operations

3. Operational cost and maintenance
4. Capital cost of construction

Design and cost parameters have been used for similar bridge and tunnel projects constructed along the Northeast Corridor including overpass clearances for bridges of 25' above the rail for Shoreline East Stations and jacked tunnel construction for a similar installation in Westport, CT.

## Description of Tunnel and Bridge Projects

### Tunnel

The tunnel is envisioned to be approximately 110-120' in length, 10' x 10' extending from the area north of the existing Greyhound Bus Terminal to a location just east of the three (3) track rail line east of the station building. Vertical access would be provided to the southbound and northbound platforms via stairs and elevators and a pedestrian ramp east of and parallel to the tracks for ferry access. Dewatering, security cameras, lighting, vandal-proof finishes and graphics have all been anticipated along with canopies over the access points. Costs for escalators have been presented as options as well. During construction of tunnel, only one rail line would be operational as well as the freight spur. Construction techniques will incorporate jacking of the tunnel section under the rail facilities with minimal clearance under the track bed. This construction technique was recently used in Westport, CT for an underpass installation.

### Pedestrian Bridge

The pedestrian bridge concept has been developed using the following assumptions.

- Short spans using precast concrete units and precast units for stairs.
- Capital costs presented with and without garage connections. Bridge and stairs would have roof construction.
- Alternative options for the structure to incorporate enhanced architectural features, enclosed sides, escalators and security cameras, etc.

The bridge length could vary between 270' (from garage to high speed ferry slips) to as short as 100' (no connections to garage or high speed ferry slips). Depending on the length, architectural treatments, use of escalators, roofing, and enclosure methods, the cost can range substantially. The anticipated bridge was estimated at 10 feet in width with a wide section over the track area. The anticipated floor elevation of the structure over the tracks is envisioned at elevation 36 to provide the necessary clearance over the electrified lines.

### Conclusions

Although there are several less expensive options for both the tunnel and the pedestrian bridge, the construction and development of either without enclosures, roofs, security and architectural enhancements are neither in the best interests of the users nor of the City and their overall goals.

Although somewhat less expensive, the tunnel lacks a connection to the Water Street Garage due to extensive utility staging and construction impacts within Water Street. The advantages of a visual landmark, reduced construction impacts to railroad operation and flexibility of extending the structure to the harbor are important. ***Therefore, the pedestrian bridge would be preferential to a tunnel.***

## Capital Costs

	Tunnel to Ferry (no Garage Access)	Pedestrian Bridge to Ferry (no Garage Access)	Pedestrian Bridge to Ferry (with Garage Access)
Pedestrian Bridge or Tunnel Access over / under the track and platform with elevators, stairs, roof, open sides	\$ 5,000,000	\$ 2,400,000	\$ 3,500,000
With escalator access, open sides		\$ 3,300,000	\$ 4,200,000
Pedestrian Bridge Access over / under the track and platform with elevators, stairs, roof, enclosed		\$ 5,100,000	\$ 6,000,000
With escalator access, enclosed		\$ 5,800,000	\$ 6,700,000
With enhanced architecture & decorative features	\$ 6,000,000	\$7,000,000	\$ 7,700,000

## Pros vs. Cons

	Pros	Cons
<b>Tunnel</b>	<ol style="list-style-type: none"> <li>1. Somewhat lower cost</li> <li>2. Provides safer access to ferry and rail platforms</li> <li>3. No or limited visual impacts on historic buildings</li> </ol>	<ol style="list-style-type: none"> <li>1. No direct access to Water Street Garage</li> <li>2. Dewatering and maintenance issues and operating costs higher</li> <li>3. Security perception issue</li> <li>4. Severe construction disruption to railroad and station access</li> </ol>
<b>Pedestrian Bridge</b>	<ol style="list-style-type: none"> <li>1. Provides safer access to rail platforms and ferries; can include safer and enhanced access to the Water Street Garage</li> <li>2. Improves perception of waterfront access</li> <li>3. Less severe disruption to ongoing rail operations during construction</li> <li>4. Visual identification of the crossing location</li> </ol>	<ol style="list-style-type: none"> <li>1. Requires construction over the catenary and tracks</li> <li>2. Escalator impacts to rail platforms</li> <li>3. Longer vertical travel distances</li> <li>4. Visual impacts to Historic Building are created; these impacts are compounded when the bridge is extended to the Water Street Garage</li> </ol>

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#### 4. Feasibility of Moving Water Street Westward (and/or Narrowing Travel Lanes)

The team's traffic engineer has determined that 11 foot lanes would be reasonable for this section of Water Street. This gives us a bit of additional room for creation of a sidewalk on the east side of Water Street. However, to provide sufficient space to locate all the bus facilities, pedestrian accommodations and the vertical elements of a pedestrian bridge (or tunnel) means looking at shifting Water Street westward using the existing City property in front of the Water Street Garage.

Previously the team had concluded that this could not be done in a way that would meet AASHTO standards and preserve all of the Parade improvements. The team has now reexamined the shifting of Water Street relaxing the constraints related to the Parade – it has now assumed that the Parade improvements south of Atlantic Street must be preserved but the Parade improvements north of Atlantic Street can be impacted. The team also allowed for shifting the City sidewalk slightly to replace the Julian lot berm with a retaining wall to allow a smooth curve to be fit. It protected the garage exit onto Water Street at the north end of the garage.

#### 5. Adding an At-Grade Pedestrian Crossing between the Water Street Garage and Cross Sound Ferry

*An additional pedestrian crossing appears to be highly unlikely for several reasons as described below.*

While a crossing could be moved without legislative approval, it appears that adding a crossing would require Connecticut legislative approval as well as the approval of FRA, Amtrak and the freight railroads. FHWA (general) guidance says new grade crossings, particularly on mainline tracks, should not be permitted unless no other viable alternatives exist, and even in those circumstances, consideration should be given to closing one or more existing crossings. If new access is proposed to cross a railroad where railroad operation requires temporarily holding trains, only grade separation should be considered.

More specific to the NE Corridor: In 1992, there was legislation stating that the US Secretary of Transportation shall develop a plan not later than Sept. 30, 1993 (in consultation with the States on the main line of the NE Corridor, to eliminate all highway at-grade crossings of the main line by not later than Dec 31, 1997. But the plan may provide that eliminating a crossing is not required if impracticable or unnecessary or using the crossing is consistent with the conditions the Secretary considers appropriate to ensure safety. A draft plan was created and recommended to close all crossings (recommending a pedestrian bridge at State Street, a vehicle overpass at Governor Winthrop Boulevard and a road from there on the east side of the tracks to Fishers Island Ferry). The draft plan for some crossings (including State Street and Governor Winthrop Boulevard in New London) met strong opposition, so the removal of those crossings was not a recommendation of the final plan<sup>2</sup> (pending more investigation and the demonstration and testing of enhanced grade crossing systems); as a result ,11 crossings remain open, all in southeastern Connecticut.

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<sup>2</sup> USDOT, Federal Railroad Administration, Office of Railroad Development, The Northeast Corridor Transportation Plan – New York City to Boston, Report to Congress, Appendix A – Plan for Elimination of Highway At-Grade Crossings, July 1994

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Scott Howland of Amtrak Policy and Planning said that “he doesn’t see Amtrak supporting any additional pedestrian crossings in New London.” ConnDOT has indicated that it is trying to reduce at-grade crossings rather than increase them.



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## Appendix H: Alternative Bus Terminal Configuration

Two alternatives for the addition of a new bus passenger terminal building at the RITC were developed and considered. The Preferred Alternative that matches the architectural program better is described in Chapter 7. The other alternative (denoted as Alternative A) is described below:

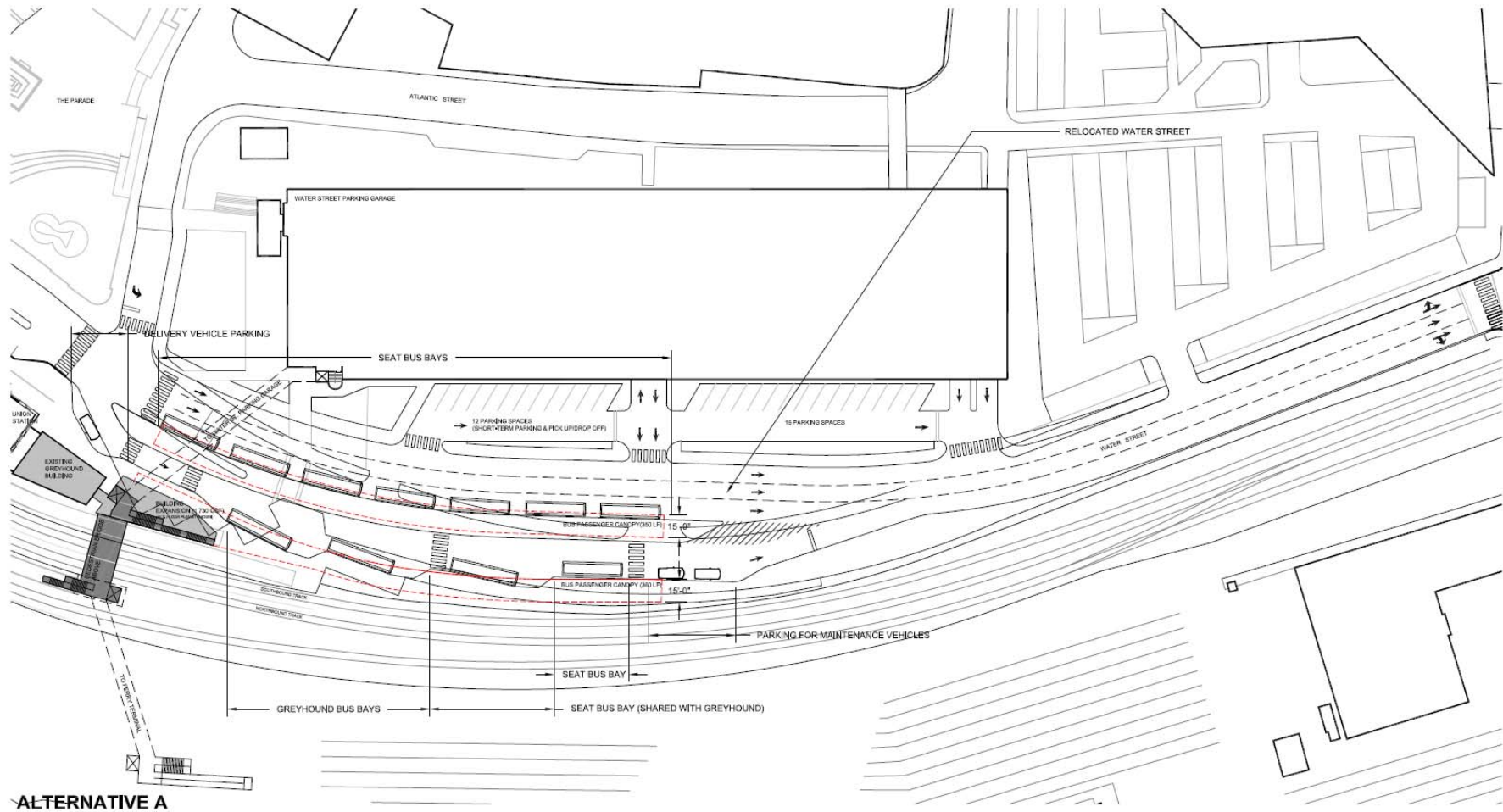
### *Alternative A*

This is a 1,730 GSF addition to the existing 1,480 GSF Greyhound building. After subtracting space requirements for the pedestrian bridge vertical circulation, the building addition would provide 1,530 GSF of usable space. The addition would provide the waiting area for all passengers as well as a joint Greyhound/SEAT ticketing/information booth/counter and individual offices for each operator. The counter provides a good view of the both the indoor and outdoor passenger waiting areas and the bus bays through the glass wall, although a Greyhound bus in the first sawtooth bay could block the view of several SEAT buses. The remainder of the space in the building addition would be used for the elevator and stairs to the pedestrian bridge, luggage lockers, vending area, public phones, a queuing area for the ticket counter and circulation space. The passenger waiting area would total 620 square feet, enough to accommodate 25 Greyhound passengers (at 15 SF per person, including luggage) and 24-25 SEAT passengers (at 10 SF per person), less than the minimum 50 SEAT passengers desired in the architectural program. (A second level for the building addition was explored but rejected due to the fact that vertical circulation by escalators would consume more space rendering the ground floor of limited use and the fact that the addition of a level change would be very likely to reduce the passenger use of a waiting area primarily on the second floor.) The existing Greyhound building would be used to house passenger restrooms, a SEAT driver break room and restrooms, a SEAT storage closet and a Greyhound freight room, as well as circulation space. The two buildings would be connected by a corridor using the existing doorway on the north wall of the Greyhound building. The exterior of the Greyhound building would be relatively unmodified. The façade of the building addition is designed to follow the curb line and provide 10 feet of sidewalk. The line of the façade is askew from that of both Union Station and the Greyhound building and thus may result in a less attractive design. Canopies would be provided along the bus boarding areas and the canopy for the Greyhound sawtooth bays would extend along the front of the building addition. The 10 foot sidewalk is narrower than a desirable sidewalk considering that passengers will enter and exit the bus terminal along the sidewalk. The building extends the barrier created by building structures between the southbound rail platform and the street by an additional 80'. The result is that Alternative A conforms to the architectural program except that it cannot provide the desired amount of waiting space and has a narrow sidewalk.

Figure 1 shows the floor plan for Alternative A. Figure 2 and Figure 3 show the bus terminal site plan and the site context diagram respectively.



Figure 2: Alternative A Bus Terminal Site Plan



**COMBINED GREYHOUND & SEAT TERMINAL SITE PLAN**  
 REGIONAL INTERMODAL TRANSPORTATION CENTER (RITC)  
 NEW LONDON, CT

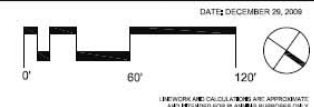
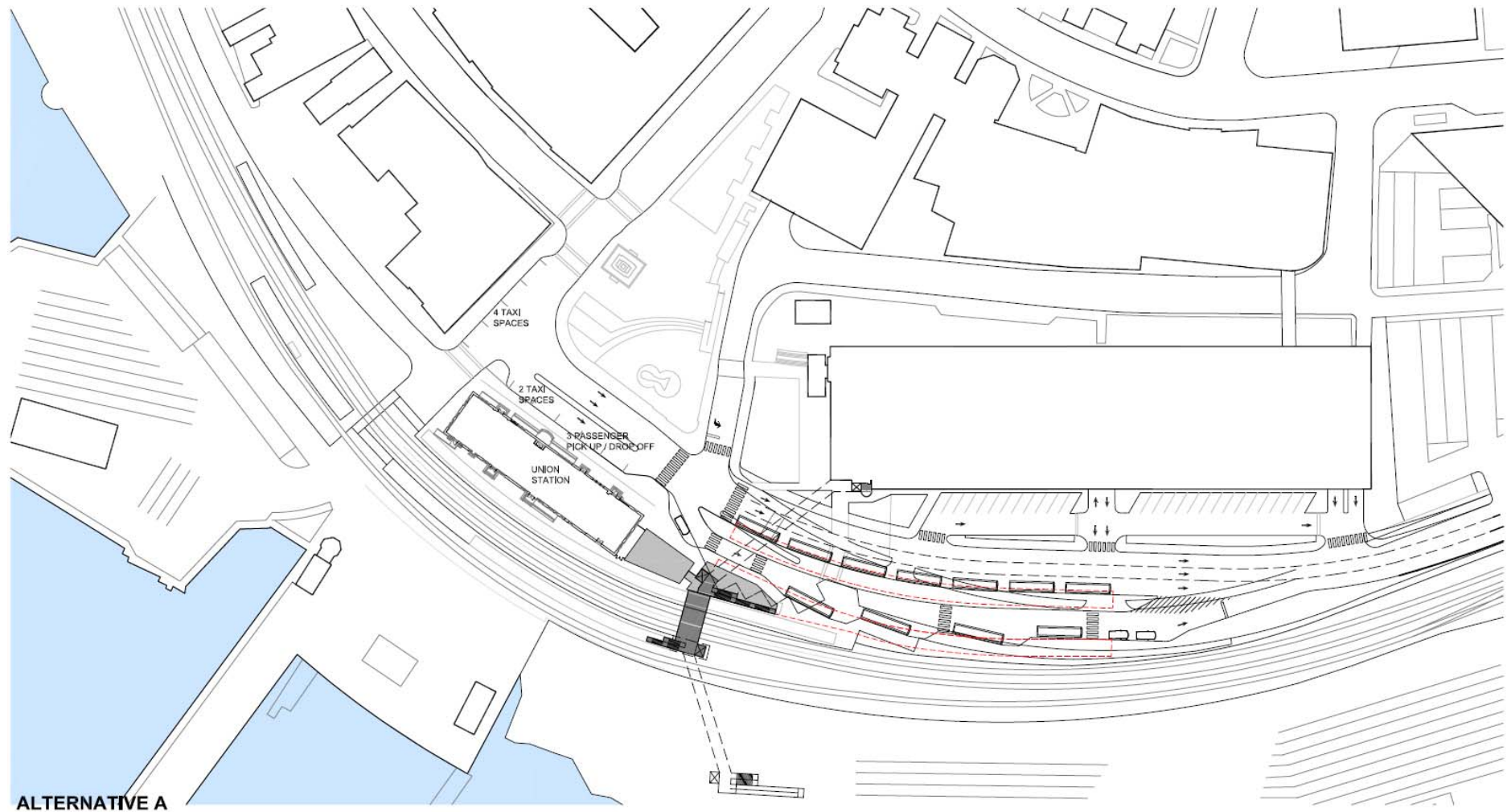
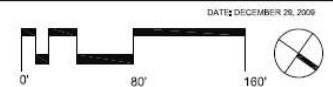


Figure 3: Bus Terminal Context Diagram For Alternative A



**COMBINED GREYHOUND & SEAT TERMINAL CONTEXT DIAGRAM**  
REGIONAL INTERMODAL TRANSPORTATION CENTER (RITC)  
NEW LONDON, CT



## Appendix I: Economic and Fiscal Impacts of the Short Term Improvement Plan

This appendix presents additional documentation of the economic and fiscal impacts of the short term improvement plan (the Preferred Alternative). Table 1 below provides a summary of the impacts. Supporting evaluation is presented in Table 2 through Table 5.

**Table 1: Summary of Estimated Economic & Fiscal Impacts, New London RITC  
Construction Period (2012 Dollars)**

<b>Economic Impacts (1/)</b>			
	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>
Jobs (FTE) (2/)	88	57	<b>145</b>
Payroll	\$4,185,001	\$2,077,853	<b>\$6,262,855</b>
Material Purchases (regional)	\$6,679,062		<b>\$6,679,062</b>
Consumer Expenditures	\$3,556,656		<b>\$3,556,656</b>

<b>Annual Fiscal Impacts (3/)</b>	<b>State of Connecticut</b>	<b>City of New London</b>	<b>TOTAL</b>
Income Tax	\$155,175		\$155,175
Real Property Tax		-\$25,660	(\$25,660)
Indirect Sales Tax	\$76,149		\$76,149
<b>TOTAL</b>	<b>\$231,324</b>	<b>(\$25,660)</b>	<b>\$205,664</b>

### Source Notes

1/ Total estimated jobs and payroll do not differentiate as to where employees live or as to where employees make consumer expenditures

2/ FTE indicates "full-time equivalent", working 2,080 hours annually

3/ It is assumed that the building will be owned by the State, as recommended by this study. Therefore, permit fees are not applicable because the City will lose jurisdiction over the property.

*Sources: Basile Baumann Prost Cole & Associates, TranSystems, URS, City of New London, State of Connecticut*

**Table 2: Preliminary Evaluation of Economic & Fiscal Impacts, New London RITC**  
**Economic, Employment and Expenditure Impacts: Construction Period (2012 Dollars)**

**Project Cost (Construction) \$21,827,000**

**1. Estimated Earnings Impacts**

Type of Labor	Construction Value	Labor Hours per \$1,000 (1/)	Total Hours	Total FTE Jobs	Average Earnings/Hr. (2/)	Total Annual Earnings:FTE Jobs
Construction	\$21,827,000	8.1	176,799	88	\$22.86	\$4,185,001

**2. Total Economic Impact**

Regional Output (\$)	Output Multiplier (3/)	Indirect and Induced Economic Impact	Total Economic Impact
\$21,827,000	1.4997	\$10,906,952	\$32,733,952

**3. Expenditure Impacts**

Total Earnings	Disposable Earnings (4/)	Consumption Expenditures (5/)
\$4,185,001	\$3,808,904	\$3,556,656

**4. Total Construction Period Employment Impacts**

Output Type	Total FTE Jobs	Employment Multiplier (6/)	Indirect and Induced Employment Impact	Total Employment Impact (7/)
Construction Labor	88	1.6494	57	145

**5. Total Earnings Impacts**

Output Type	Total Annual Earnings	Earnings Multiplier (8/)	Indirect and Induced Earnings Impact	Total Earnings Impact (9/)
Construction Labor	\$4,185,001	1.4965	\$2,077,853	\$6,262,855

**6. Material Purchases**

Type of Purchase	Per \$1,000 Const. Cost	Expenditure
Regionally Purchased	\$306	\$6,679,062
Purchased Out of Region (10/)	\$104	\$2,270,008
<b>Total Material Purchases</b>		<b>\$8,949,070</b>
Percentage Total Purchases		75%

**Source Notes**

1/ 1993 Ratios--Urban Land Institute

2/ May 2008 Bureau of Labor Statistics Occupational Wage Estimates for Construction Sector for Norwich New London MSA, adjusted to 2012 dollars (assume inflation of 1.5% per year)

3/ 2006 Output Multiplier for Construction Sector, RIMS II Model, Bureau of Economic Analysis

4/ Disposable Income was 91% of Personal Income as of September 2009 (assumed to remain the same in 2012), Bureau of Economic Analysis

5/ Consumption Expenditures was 93.4% of Disposable Income as of September 2009 (assumed to remain the same in 2012), Bureau of Economic Analysis

6/ 2006 Employment Multiplier Estimates Per \$1 Million Income for Construction Sector, RIMS II Model

7/ Direct, Indirect and Induced Employment

8/ 2006 Earnings Multiplier for Construction Sector, RIMS II Model

9/ Direct, Indirect, and Induced Earnings

10/ Material purchases out of region are based on comparable multimodal center improvement projects

*Sources: Basile Baumann Prost Cole & Associates, Bureau of Economic Analysis, Bureau of Labor Statistics, Urban Land Institute, TranSystems, CSS, URS*

Table 3: Preliminary Evaluation of Economic & Fiscal Impacts, New London RITC  
Income Tax Receipts: Construction Period (2012 Dollars)

Inputs	Connecticut Personal Income Tax Rate (1/)	Connecticut Personal Tax Credit (2/)
Income Tax	3-6%	10.00%

Period/Worker Category	BASELINE Estimated Number of FTE Jobs	Average Wage/Hour (3/)	Estimated Annual Wages Per FTE Job (4/)	Estimated Individual Taxable Income	Estimated Individual Income Taxes (5/)	BASELINE Realized Personal Income Taxes Connecticut (6/)
Construction Workers	88	\$22.86	\$47,557	\$47,557	\$1,856	\$155,175
Total						\$155,175

**Source Notes**

- 1/ Connecticut personal income tax is calculated based on a sliding scale.
- 2/ Connecticut personal tax credit is based on a person earning between \$29,100 and \$52,000
- 3/ See table on preliminary economic impact of construction
- 4/ Annual wages for a full-time job are estimated by multiplying average wage by 2080 hours
- 5/ Assumes a taxpayer filing status of "single" and an adjusted gross income of \$47,557. In Connecticut, the first \$10,000 has a 3% tax and excess over the first \$10,000 is taxed at 5%. The tax credit is determined and then subtracted from the income tax to determine the estimated individual income taxes.
- 6/ Assumes 95% of workers live in the State

Sources: Basile Baumann Prost Cole & Associates, Connecticut Department of Revenue Services

Table 4: Preliminary Evaluation of Economic & Fiscal Impacts, New London RITC  
Real Property Tax Impacts (Loss): Annual Operations ( 2009 Dollars)

Use	Municipal Taxes	Total Taxes
Union Station (35 Water Street)	\$25,661	\$25,661
Total	\$25,661	\$25,661

**Source Notes**

- 1/ Taxes provided by City of New London Tax Division
- 2/ Rates are for 2008

Sources: Basile Baumann Prost Cole & Associates, City of New London Tax Division

Table 5: Preliminary Evaluation of Economic & Fiscal Impacts, New London RITC  
Direct and Indirect Sales Tax Impacts: Construction Period (Annually) (1/  
2012 Dollars

<b>Inputs</b>		<b>Connecticut Tax Rate</b>
Sales Tax Rate		6.00%
<b>Work Related Impacts - Construction Workers</b>		
Total Wages		\$6,262,855
Consumer Expenditure (2/)		\$5,323,051
Retail Expenditure (3/)		\$1,756,607
Expenditures in CT		85%
Estimated Percent of Taxable Retail Goods/Services (4/)		85%
Total Retail Sales in Connecticut		\$1,269,148
Estimated Direct and Indirect Sales Tax Revenue Per Employee		\$525
<b>Total Estimated Direct and Indirect Sales Tax Revenue</b>		<b>\$76,149</b>

**Source Notes**

1/ Indirect sales tax revenue to Connecticut is generated as a result of purchases made by direct and indirect payroll

2/ Consumption Expenditures was 93.4% of Disposable Income as of September 2009 (assumed to remain the same in 2012),  
Bureau of Economic Analysis

3/ Retail expenditures was 33% of consumer expenditures as of September 2009 (assumed to remain the same in 2012),  
Bureau of Economic Analysis

4/ Adjusts for items exempt from Sales Tax include food (not ready-to-eat), most wearing apparel, drugs, textbooks, and  
residential heating fuels

*Sources: Basile Baumann Prost Cole & Associates, Connecticut Department of Revenue Services, Bureau of Economic Analysis*

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## Appendix J: Contamination Findings

The history of land use at the selected fourteen candidate sites (parcels) which comprise the RITC study area was evaluated from a review of historic aerial photographs, soils maps, historic Sanborn maps, a review of regulatory database information<sup>1</sup> and information presented in Chapter 2, describing the existing condition and use of the parcels. The current and historic site conditions of the RITC parcels and identified existing environmental conditions are presented below.

The following supporting documents were also supplied to SCCOG while the study was underway. These have not been duplicated in this appendix.

1. Copy of the FirstSearch database report
2. Copies of the Historical Aerial Photographs
3. Copies of the Sanborn Fire Insurance Maps

### 1. Cross Sound Ferry (LOT 108-1.01)

#### Existing Conditions

*Current Owner:* City of New London

*Parcel Address:* Water Street, no specific street address identified.

*Acreage:* 0.49 Acres

*Mapped Soil Type:* 100% Udorthents-Urban land complex.

*Current Use:* Leased to Cross Sound Ferry for automobile parking and is comprised mostly of 4,000 square feet of asphalt pavement.

#### Historical Use

##### *Aerial Photo Survey*

- 1934: This photograph shows a large structure that is likely a dock present at the eastern edge of the parcel extending into the Thames River. Several apparent small vessels are located adjacent to this structure.
- 1951: Due to the scale and poor resolution of this photograph, details of the parcel are difficult to discern. However, the apparent dock structure observed in the 1934 photograph is now smaller in size.
- 1965: The apparent dock structure observed in earlier photographs is no longer present and the shoreline of the parcel has changed in shape indicating possible filling activities.
- 1970: The parcel appears vacant. A seawall is present along the shoreline of this parcel.
- 1975: The parcel appears similar to that presented in the 1970 photograph. What appear to be automobiles are parked on the parcel.
- 1980: Due to the poor resolution of this photograph, details of the parcel are difficult to discern.

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<sup>1</sup> Information obtained from the database for the 14 parcels is discussed in the parcel description section below.

- 1986: The parcel appears similar to that presented in the 1980 photograph.
- 1990: The parcel appears vacant and the shape of the shoreline has changed some indicating possible filling activities.
- 1996: The parcel appears similar to that presented in the 1990. Several apparent vehicles are present on the parcel.

#### *Sanborn Fire Insurance Maps*

The 1891 Sanborn map shows a railroad freight house, a coal bin, and two steam ship gangways at this particular parcel. The 1901 Sanborn map shows only the north half of this parcel and depicts a freight house with exterior siding tracks identified as the Central Vermont Railroad. The 1921 map illustrates a plank wharf and two small structures labeled as "office" at the southern end of the parcel and possibly a portion of a railroad track. The 1948 map shows the same wharf and structures but not the railroad track. No further information relevant to this parcel was identified on the Sanborn maps.

#### FirstSearch Database Findings

This parcel was not specifically identified in the FirstSearch database report.

#### Potential Environmental Conditions

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site:

- Former industrial use including the former presence of freight houses, coal storage and use, dock structures and railroad tracks;
- Possible presence and/or placement of urban fill material; and,
- Current use as automobile parking.

## **2. Cross Sound Ferry (LOT 108-1.03)**

#### Existing Conditions

*Current Owner:* Cross Sound Ferry Services, Inc.

*Parcel Address:* Water Street, no specific street address identified.

*Acreage:* 1.16 Acres

*Mapped Soil Type:* 100% Udorthents-Urban land complex.

*Current Use:* Cross Sound Ferry vehicle parking and queuing (organizing for loading). Parcel is currently vacant and improved with approximately 50,000 square foot of asphalt pavement.

#### Historical Use

#### *Aerial Photo Survey*

- 1934: Due to the poor resolution of this photograph, details of the parcel are difficult to discern. However, the parcel appears to contain railroad tracks, train cars and possibly a building structure along the eastern border with the adjacent parcel.
- 1951: Due to the scale and poor resolution of the photograph, details of the parcel are difficult to discern.
- 1965: The previously described building structure is not present in this photograph. Several vehicles or trailers appear to be parked in the western portion of this parcel.
- 1970: The parcel appears to be vacant with the exception of a few parked vehicles.
- 1975: The parcel appears similar to that presented in the 1970 photograph, with some parked vehicles present.
- 1980: Due to the poor resolution of this photograph, details of this parcel are difficult to discern. However, the parcel appears to be vacant with the exception of several parked vehicles.
- 1986: Parked vehicles are present on the parcel.
- 1990: Parked vehicles are present on the parcel.
- 1996: The parcel appears similar to that presented in the 1990 photograph.

### *Sanborn Fire Insurance Maps*

The 1891 Sanborn map shows portions of the same railroad freight house and one of the gangways for steamships identified on the adjacent parcel. This map also shows the presence of railroad tracks. The 1896 Sanborn map shows the railroad tracks labeled as "New England R.R". The 1901 Sanborn map shows a different freight house in the southern portion of this parcel and a different configuration of the railroad tracks. The 1921 Sanborn map shows the freight house labeled as "C.V.R.R. Freight Ho." The 1948 Sanborn map shows the parcel as vacant without the previously observed freight house or railroad tracks. No further information relevant to this parcel was identified in the Sanborn maps.

### FirstSearch Database Findings

This parcel was not specifically identified in the FirstSearch database report.

### Potential Environmental Conditions

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site:

- Former industrial use including the presence of a railroad freight houses, storage building and railroad use;
- Potential railroad use of coal;
- Possible presence of urban fill material; and,
- Current use as automobile parking.

## **3. Cross Sound Ferry (LOT 108-1E)**

### Existing Conditions

*Current Owner:* Thames Realty

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*Parcel Address:* 2 Water Street

*Acreage:* 1.49 Acres

*Mapped Soil Type:* 100% Udorthents-Urban land complex.

*Current Use/Description:* *Cross Sound Ferry vehicle parking and queuing.* The main feature of this parcel is a 2,300 square foot, 2-story, wood-frame office building which operates as the Cross Sound Ferry's ticketing office. According to New London Assessor's information, the building is heated with fuel oil and was built in 1988. This parcel also contains four mooring points/loading areas for the Long Island and Block Island Ferries, as well as two slips for passenger ferries. Associated paved parking and vehicle queuing areas are also present.

### Historical Use

#### *Aerial Photo Survey*

- 1934: This photograph shows a vessel docked at the northeast portion of this parcel, a building structure present in the northwest portion of this parcel, and a building structure present along the eastern central shoreline of this parcel.
- 1951: Due to the scale and poor resolution of this photograph, details of the parcel are difficult to discern.
- 1965: Two large building structures are present at the northern end of the parcel and what appear to be parked vehicles are present on various portions of the parcel.
- 1970: This photograph depicts only one of the two formerly present buildings in the north end of the parcel and what appears to be a barge docked at the northeast portion of the parcel. The remaining portions of the parcel appear to be vacant.
- 1975: No structures are present on the parcel. Several vehicles are present in various portions of the parcel.
- 1980: Several vessels are docked at the northeast portion of the parcel and several vehicles are present in various portions of the parcel.
- 1986: What appear to be vehicles are parked in various portions of the parcel. Several vessels are docked and/or moored adjacent to the parcel. What appears to be construction and/or filling activities appear to be present in the northern portion of the parcel.
- 1990: A structure is present in the current location of the ticketing office building at the northern end of the parcel. The existing paved parking and vehicle queuing areas are depicted as they currently exist.
- 1996: The parcel appears similar to that presented in the 1990 photograph.

#### *Sanborn Fire Insurance Maps*

The 1891 Sanborn map identifies several structures on this parcel. A structure identified as a freight house is located along the central eastern portion of the parcel. Structures present in the north end of the parcel are identified as a beef house, storage, molasses storage, J.M McCormick's Boiler Works, coal shed and a lumber yard. A dock extends east from the parcel into the Thames River. The current eastern portion of the parcel is shown as part of the Thames River on this map. No significant changes are illustrated in the 1896 Sanborn map. The 1901 Sanborn map identifies the coal and lumber yard as not being in operation. The boiler works is now identified as a box factory, and a portion of the storage area is identified as "junk".

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The 1907 Sanborn map identifies the northern portion of the parcel, the area occupied by the coal and lumber yard in the 1901 Sanborn map, occupied by wire storage, indicates that the coal shed is vacant and indicates the presence of the New London Gas & Electric Co. The central portion of the parcel contains two structures identified as a garage and a motor works machine shop. The 1912 Sanborn Map depicts the portion of the Thames River to the east of the parcel as filled and now occupied by structures. The structures in this area and the remainder of the northern portion of the parcel are illustrated as occupied by the New England Carpet Company. Specific portions of the structures are identified as a storage house, cement flux, general storage, office, freight house and storage. The remaining Sanborn maps through the 1940s era do not depict any significant changes at this parcel.

#### FirstSearch Database Findings

One listing was identified by the FirstSearch report at the location of this parcel:

- According to the FirstSearch report, a 65-gallon spill of No. 2 fuel oil occurred at this parcel on November 5, 2004. The spill was reportedly cleaned up by Clean Harbors and the status of the case is closed.

#### Potential Environmental Concerns

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site.

- Former industrial use including the presence of freight houses, railroad tracks, coal, lumber yard, carpet manufacturing, junk storage and a box factory;
- Potential railroad use of coal;
- Possible presence and/or placement of urban fill material;
- Current use as automobile parking;
- Potential fuel oil tank(s); and,
- Documented fuel oil spill and reported cleanup.

#### **4. Cross Sound Ferry (LOT 108-1C)**

##### Existing Conditions

*Current Owner:* Thames Shipyard & Repair Co.

*Parcel Address:* Ferry Street

*Acreage:* 2.69 Acres

*Mapped Soil Type:* 100% Udorthents-Urban land complex

*Current Use/Description:* This parcel contains three buildings, vehicle parking areas and three vessel docking piers used by the Cross Sound Ferry. One of the buildings is a 22,048 square foot 2-story, gas-heated, masonry office/warehouse built sometime prior to 1900 that is currently utilized by Cross Sound Ferry as an office building. Another building is a 20,000 square foot steel-frame, non-heated warehouse building built in 1977 is identified as the Cross Sound Ferry Repair Facility. The third structure, a 2,350 square foot single-story, fuel-oil heated, masonry warehouse building, built prior to 1900, is described as

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utilized for Cross Sound Ferry's operations, repairs, and maintenance. The parcel also includes 250,000 square feet of paved parking and three piers in the Thames River utilized for vessel docking.

### Historical Use

#### *Aerial Photo Survey*

- 1934: Due to the poor resolution of this photograph, details of the parcel are difficult to discern. However, what appear to be several large above ground storage tanks and vessel docking area are apparent. No building structures are apparent in this photograph.
- 1951: Due to the scale and poor resolution of the photograph, details of the parcel are difficult to discern.
- 1965: Due to the scale and poor resolution of the photograph, details of the parcel are difficult to discern.
- 1970: An "L" shaped building with an exhaust stack and a large circular structure that may be an above ground storage tank are present along the western portion of the parcel. The shoreline along the Thames River appears to have been filled in to some extent compared to what is shown in earlier photographs. A vessel is docked at the eastern side of the parcel.
- 1975: The "L" shaped building and a docked vessel are present at the parcel. The remainder of the parcel appears vacant.
- 1980: Due to the scale and poor resolution of the photograph, details of the parcel are difficult to discern.
- 1986: What appear to be the three current parcel buildings are present. The shape of the shoreline has changed somewhat from that observed in earlier photographs and several docks and small vessel are present.
- 1990: The parcel appears similar to that presented in the 1986 photograph.
- 1996: The parcel appears similar to that presented in the 1990 photograph.

#### *Sanborn Fire Insurance Maps*

The 1896 Sanborn map illustrates the "L" shaped building observed in the 1970 aerial photograph. No other parcel features are illustrated. The 1901 Sanborn map indicates that the parcel is occupied by New London Gas & Electric Company. The building on the parcel contains a machine shop, an engine and dynamo room and a purifying room. Other features at the parcel are an oil tank and two circular structures labeled as "iron gas holder". Gas holders are indicative of manufactured gas plants or coal gasification plants. A building located on the very northern portion of this parcel is labeled as Thos Drummond's Boiler Works. A facility identified as the Bishop Lumber and Coal Company is located to the immediate north of this parcel.

The 1912 Sanborn map depicts an additional iron gas holder and another oil tank present on the parcel. The property to the immediate north of the parcel is now occupied by the Palmer Bros. Storage and identified as storing waste and finished goods.

The 1948 Sanborn map identifies the parcel occupied by the Connecticut Power Co. Gas & Electric Plant. The following are illustrated on this map:

- Potential former use as a coal gasification plant;
- A one million cubic foot "gas holder" in the southwest corner of the parcel;

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- A coke shed in the southeastern portion of the parcel;
  - Two gas holder tanks in the central portion of the parcel with capacities of 100,000 and 200,000 cubic feet;
  - A 100,000-gallon gasol oil tank and two oil tanks in the central eastern portion of the parcel;
  - Oil tanks; and,
  - Six purifier structures and a separator tank in the north and northeast portion of the parcel.

#### FirstSearch Database Findings

One site was identified by the FirstSearch report at the location of this parcel.

- Thames Shipyard and Repair Co., Inc. is identified on the Resource Conservation and Recovery Act (RCRA) generator database as a RCRA Small Quantity Generator with an EPA ID number of CTD042306175. The FirstSearch report lists that hazardous waste liquid, flammable liquid toxic NOS., flammable liquid NOS., and paint related material have been removed from this location under the tracking of hazardous waste manifests.
- The Thames Shipyard and Repair Co., Inc. is identified on the Permitted Air Source Listing (AIRS) database as a minor stationary source of air emissions.
- The Thames Shipyard and Repair Co. is identified on the Spills database due to a spill of 50 gallons of diesel fuel on September 18, 2004. According to the FirstSearch report, the status of this spill case is closed.

#### Potential Environmental Considerations

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site.

- Former industrial use of this parcel including the presence of the New London Gas & Electric Company, a machine shop, oil storage, iron gas storage, a boiler works facility, coke (and/or coal) storage, gasol oil storage and oil storage;
- Possible former presence of a coal gasification plant;
- Possible presence and/or placement of urban fill material;
- Current use for vehicle parking;
- Documented diesel fuel spill;
- Presence of a RCRA generator;
- Oil tanks; and,
- Current industrial use as an apparent vessel repair facility.

### **5. Union Station (LOT 108-1B)**

#### Existing Conditions

*Current Owner:* New London Railroad Company LLC

*Parcel Address:* Water Street, no specific street address identified.

*Acreage:* 0.54 Acres

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*Mapped Soil Type:* Approx. 50% Udorthents-Urban land complex, 50% Urban land.

*Current Use/Description:* This triangular shaped parcel contains a train station known as Union Station, and a Greyhound bus terminal. This parcel contains a 26,892 square foot 2.75-story, brick, building constructed in 1888. The building, known as Union Station, houses the railroad ticketing office and waiting room. The Greyhound bus terminal is located at the north end of Union Station in a 1,144 square foot, one-story, brick addition to the Union Station building. The interior contains ticket sales, seating, and restrooms. There is also an exterior canopied bus-stop and waiting area north of the ticketing office.

### Historical Use

#### *Aerial Photo Survey*

- 1934: Due to poor resolution of the photograph, parcel details are difficult to discern. However, what appears to be a building similar to the current Union Station building is present on this parcel.
- 1951: Due to the scale and poor resolution of this photograph, parcel details are difficult to discern.
- 1965: Due to the scale and poor resolution of this photograph, parcel details are difficult to discern.
- 1970: The current parcel buildings are visible. Vehicle parking is observed along the west side of the building and railroad tracks are clearly visible to the east of the parcel.
- 1975: The parcel appears similar to that presented in the 1970 photograph.
- 1980: The parcel appears similar to that presented in the 1975 photograph.
- 1986: The parcel appears similar to that presented in the 1980 photograph.
- 1990: The parcel appears similar to that presented in the 1986 photograph.
- 1996: The parcel appears similar to that presented in the 1986 photograph.

#### *Sanborn Fire Insurance Maps*

The 1891 Sanborn map illustrates only the northernmost portion of the parcel and indicates the building is occupied by the Adams Express Co. Water Street is shown to the west of the parcel and railroad tracks are present to the east of the parcel. The 1896 Sanborn map shows the parcel building labeled as "Union Station" with the northernmost portion of the building labeled with "Adams Express Co.". The canopied shelter along the western side of the tracks is shown on this map. The 1907 Sanborn map depicts what is currently the Greyhound bus terminal as a baggage area. The map also identifies a restaurant in Union Station. The 1920 Sanborn map shows an overhead passage across the railroad tracks at the south end of this parcel. No changes are observed in the remaining Sanborn maps.

### FirstSearch Database Findings

One site was identified by the FirstSearch report at the location of this parcel:

- A release of ten gallons of cooking grease was reported for 3 Water Street on August 16, 2002. The status of the case is noted to be closed. Because the material released was cooking grease, this release has little possibility to affect the parcel.

### Potential Environmental Considerations

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site:

- Former industrial use of this parcel as indicated by the Sanborn maps identifying the former presence of the express company;
- Current bus terminal use;
- Possible presence of urban fill material; and,
- Adjacent railroad track.

## 6. City Pier (LOT 108-2A)

### Existing Conditions

*Current Owner:* City of New London

*Parcel Address:* City Pier, no specific street address identified.

*Acreage:* 0.44 Acres

*Mapped Soil Type:* 100% Udorthents-Urban land complex.

*Current Use/Description:* This parcel consists of a public plaza area and a 264-foot pier that extends into the Thames River. The brick-paved public plaza is used for special public events. A small wood frame snack building built in 1950 is present in the public plaza portion of this parcel.

### Historical Use

#### *Aerial Photo Survey*

- 1934: Due to poor resolution of this photograph, details of the parcel are difficult to discern. However, a pier extending into the Thames River is present in a similar location as the current pier.
- 1951: Due to the scale and poor resolution of the photograph, details of this parcel are difficult to discern. However, the pier observed in the 1934 photograph is no longer present. A different pier is present in a location immediately south of the former pier.
- 1965: Due to the poor resolution of the photograph, details of this parcel are difficult to discern. However, several vessels can be observed docked to the pier.
- 1970: This photograph clearly depicts the City Pier and several vehicles parked on the parcel. There does not appear to be any type of paved or finished public plaza.
- 1975: The parcel appears similar to that present in the 1970 photograph.
- 1980: The parcel appears similar to that present in the 1975 photograph.
- 1986: The parcel appears similar to that present in the 1980 photograph. Several vessels are docked at the pier.
- 1990: The parcel appears similar to that present in the 1986 photograph.
- 1996: The parcel appears similar to that present in the 1990 photograph.

#### *Sanborn Fire Insurance Maps*

It is difficult to discern the exact location of the parcel in the 1912 Sanborn map. However, this map appears to illustrate the presence of a small ferry waiting room, office for the Fisher's Island Navigation Co. and a ferry slip on this parcel. The 1921 Sanborn map shows several structures noted to be ferry houses and several large and small pier structures on the parcel. The 1948 Sanborn map depicts the outline of a concrete pier on wood piles.

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## FirstSearch Database Findings

One site was identified by the FirstSearch report at the location of this parcel:

- New London City Pier was identified on the Spills database. According to the FirstSearch report, a report of workers scraping paint off boats and that paint chips were falling into the river was reported on September 16, 1991. The status of this case is reported as closed.

According to the FirstSearch report, a listing on the Spills database indicates the reporting of petroleum sheen on the fifth floor of the train station complex. The FirstSearch report has mapped this spill on this parcel. However, the description of the spill indicates that the spill occurred at Union Station and not on this parcel.

## Potential Environmental Conditions

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site.

Former industrial use of this parcel:

- Former industrial use as a ferry landing and freight houses; and,
- Possible presence of urban fill material.

## **7. Fisher's Island Ferry (LOT 108-2)**

### Existing Conditions

*Current Owner:* Town of Southold, New York

*Parcel Address:* State Street, no specific street address identified.

*Acreage:* 0.78 Acres

*Mapped Soil Type:* 100% Udorthents-Urban land complex.

*Current Use/Description:* This parcel is currently contains a 6,210 square foot, two-story, concrete and cinderblock, natural-gas heated building built in 2005. This building contains a ticket counter, restrooms, office space and storage and maintenance areas. There are two auto-ferry slips, and the majority of the remainder of the parcel consists of 23,200 square feet of asphalt paved vehicle parking and queuing areas.

### Historical Use

#### *Aerial Photo Survey*

- 1934: This photograph shows a very large building structure extending to the southeast into the Thames River. What appear to be trains or trucks are present in the vicinity of this structure. A pier is present to the north of this building structure.
- 1951: Due to the scale and poor resolution, parcel features are difficult to discern. However, the large building structure observed in the 1934 photograph extending to the southeast of the parcel is

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not present in this photograph.

- 1965: Due to the poor resolution of this photograph, parcel features are difficult to discern. However, the other pier, previously observed to the north of the large building structure, is no longer present.
- 1970: What appears to be filling activity is observed at the south end of the property. A building is present along the railroad tracks on the western side of the parcel and two vessels are docked at the eastern portion of this parcel.
- 1975: The southern portion of the parcel has extended somewhat from that observed in the previous photograph. Parked vehicles are present on the parcel and two vessels are docked at the eastern portion of the parcel.
- 1980: This parcel appears similar to that presented in the 1975 photograph.
- 1986: The parcel appears similar to that presented in the 1980 photograph. The orientation of the vessel docking is similar to the current slips.
- 1990: The parcel appears similar to that presented in the 1986 photograph.
- 1996: The parcel appears similar to that presented in the 1990 photograph.

### *Sanborn Fire Insurance Maps*

The 1912 Sanborn map shows a portion of the large building structure labeled as a railroad freight house. The 1921 Sanborn Maps depict the freight house operated by the New York, New Haven & Hartford Railroad and Steamship Companies. The freight house extended into the Thames River to the southeast of the current ferry slips. Three railroad tracks are present at the north end of this structure. An office building and several loading platforms are present outside of the freight house. This parcel was not illustrated on the remaining Sanborn maps.

### FirstSearch Database Findings

One site was identified by the FirstSearch report at the location of this parcel.

- Fishers Island Ferry located at State Pier Road (State Street) is identified in the Underground Storage Tank (UST) database. According to the FirstSearch report, this site is located immediately northwest of this parcel. However, based on the occupancy of this parcel by Fishers Island Ferry, there is the possibility that the UST was located on this parcel. According to the FirstSearch report, a 500-gallon asphalt coated or bare steel heating oil tank installed in 1950 is permanently out of use and was last used on March 1, 1991. No further details are presented.

### Potential Environmental Considerations

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site:

- Possible presence and/or placement of urban fill material;
- Former use of the property by railroads;
- Former UST use indicates the possibility for releases to have occurred: and,
- Current automobile parking.

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## 8. Water Street Garage (LOTS 203-2, 203-3.01, 203-3.02)

### Existing Conditions

*Current Owner:* City of New London

*Parcel Address(s):* Water Street and 140 Water Street.

*Acreage:* 2.88 Acres Total (2.19, 0.30, and 0.39 respectively)

*Mapped Soil Type:* 100% Urban-Land.

*Current Use/Description:* The Water Street Garage, located on Lot 203-2, is an approximately 286,500 square foot, 5-level concrete parking structure constructed in 1975. The upper two levels were an addition completed in the mid-1980s. Two smaller separate parcels are located to the east of the Water Street Garage. Lot 203-3.01 is a 0.30-acre parcel utilized to access the garage structure and contains a small building, that according to the *Task 2 Technical Memorandum Survey of Physical Conditions Regional Intermodal Transportation Center Master Plan and Efficiency Study Southeastern Connecticut Council of Government* report, is a vacant drive-thru bank structure. Lot 203-3.02 is a 0.39-acre ground level parking area owned by the City of New London Redevelopment Agency which is also utilized to access the garage building. Three inoperable elevators are present in the garage. A pedestrian bridge extends from the northwest corner of the garage to the office building on the west side of Atlantic Street. Another pedestrian bridge is present at the south end of the garage and extends to the Parade Area located to the south of the garage (since removed).

### Historical Use

#### *Aerial Photo Survey*

- 1934: Two city blocks that contain many building structures are present in the current location of the Water Street Garage.
- 1951: This parcel appears similar to that presented in the 1934 photograph.
- 1965: This parcel appears similar to that presented in the 1951 photograph.
- 1970: Only two of the previously present structures are observed in this photograph. All other structures observed in the earlier photographs are not present. Vehicles are present on various portions of these parcels.
- 1975: This photograph depicts the Water Street Garage and Parade Plaza to the south of the garage in their current configuration.
- 1980: The parcel appears similar to that presented in the 1975 photograph.
- 1986: The parcel appears similar to that presented in the 1980 photograph. A parking lot is present to the north of the property and a new building is present to the northwest.
- 1990: The parcel appears similar to that presented in the 1986 photograph.
- 1996: The parcel appears similar to that presented in the 1990 photograph.

#### *Sanborn Fire Insurance Maps*

The 1891 Sanborn map depicts the parcels as two city blocks, a western block and an eastern block. Potter Road is present between the two blocks. The structures present are identified as tenements, saloons, a cobbler, dwellings, Thames Hotel, Boss Bakery and a flour storage building. The 1896 Sanborn map

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depicts saloons, two Chinese laundries, an ice house, dwellings, the Boss Bakery, Atlantic Hotel, police station, paint shop and molasses storage. The 1912 Sanborn map identifies the Federal Biscuit Co. occupying several buildings along Water Street. The 1921 Sanborn Map illustrates the presence of Mohegan Cotton Mills Co. in the former location of the Federal Biscuit Co. One building north of Potter Road is identified as police headquarters.

The 1948 map depicts fewer buildings in each of the two city blocks than were previously present. One large building present in the center of the eastern block is occupied by an automobile parking, storage and the N.Y. N. H. & H. R. R. Maintenance Department. Buildings present in the western block are identified as restaurants, state trade school, beer warehouse and dwellings.

### FirstSearch Database Findings

Two sites were identified by the FirstSearch report at the location of these parcels:

- Old Middle School at 26 Water Street is identified on the Leaking Underground Storage Tank (LUST) database. The FirstSearch report shows this site in the location of the Water Street Garage. The status of this case is pending. No further information is presented.
- SAA, 160 Water Street: The FirstSearch report identifies this location as a spill site but does not present any further information other than the status of this spill as closed.

### Potential Environmental Conditions

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site:

- Former industrial use of these parcels including cotton mill, automobile parking, paint shop and railroad maintenance facility;
- Current use as automobile parking;
- Possible oil tank associated with the vacant bank building;
- Possible presence of urban fill material; and,
- Possible presence of a LUST site on one of these parcels.

## **9. Eugene O'Neill Drive Surface Parking Lots (LOTS 140-2 AND 139.1)**

### Existing Conditions

*Current Owner:* City of New London

*Parcel(s) Address:* Green Street and Eugene O'Neill Drive.

*Acreage:* 1.20 Acres Total (0.87-acre and 0.97-acres respectively)

*Mapped Soil Type:* 100% Urban Land.

*Current Use/Description:* The Eugene O'Neill Surface Parking Lots are two separate parcels, the north lot (Lot 140-2) and the south lot (Lot 139-1). The north lot is located on the eastern side of Eugene O'Neill Drive between Golden Street and Pearl Street and consists of a 36,950 square foot bituminous pavement parking area and a 140 square foot office building (parking booth). The south lot is located along the east

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side of Green Street one block south of the north lot and extends from Pearl Street to Tilley Street and is a 74,000 square foot bituminous pavement parking area.

### Historical Use

#### *Aerial Photo Survey*

- 1934: This photograph depicts the location of both parcels occupied by building structures.
- 1951: These parcels appear to contain building structures.
- 1965: The 1965 photograph does not cover the area of these parcels.
- 1970: This photograph shows the north parcel and the northern portion of the south parcel. Parked vehicles are present on the north parcel and the visible portion of the south parcel.
- 1975: The two parcels appear similar to that presented in the 1970 photograph.
- 1980: Due to poor resolution of this photograph parcel details are difficult to discern.
- 1986: The two parcels appear similar to that presented in the 1980 photograph.
- 1990: The two parcels appear similar to that presented in the 1986 photograph.
- 1996: The two parcels appear similar to that presented in the 1990 photograph.

#### *Sanborn Fire Insurance Maps*

Sanborn maps specific to these properties were not reviewed for this assessment. The 1921 Sanborn map depicting the overall New London downtown area in 1921 shows the north parcel as a vacant parcel and the south parcel occupied by many individual building structures. No other Sanborn maps reviewed during this assessment presented coverage for these parcels.

### FirstSearch Database Findings

The FirstSearch report did not identify any database sites at the location of either of these two parcels.

### Potential Environmental Considerations

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site:

- Former building structures that could potentially have contained industrial businesses;
- Possible presence of urban fill material; and,
- Current parking lot use that could present releases from motor vehicles.

## **10. Waterfront Park (LOT 108-21)**

### Existing Conditions

*Current Owner:* City of New London

*Parcel Address:* Waterfront Park, no specific street address identified.

*Acreage:* 1.48 Acres

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*Mapped Soil Type:* 100% Udorthents-Urban land complex.

*Current Use/Description:* Waterfront Park consists of a 1.48 acre corridor running south from City Pier along the Thames River, south from the Fisher's Island Ferry Property to the Amtrak Swing Bridge, and east of the railroad tracks. Opened in 2001, the park contains access to four piers (Children's Pier, Amistad Pier, Custom House Pier and Fisherman's Pier). The Custom House is located at Fisherman's Pier, and is the location of a police sub-station, restroom and laundry facilities. A 700-foot long walkway provides pedestrian access to the waterfront south towards the Swing Bridge.

### Historical Use

#### *Aerial Photo Survey*

- 1934: Due to poor resolution of this photograph, parcel details are difficult to discern. However, railroad tracks and trains are visible at the parcel and a vessel is observed docked at the parcel.
- 1951: Due to poor resolution of this photograph, parcel details are difficult to discern. However, what appears to be a rail siding yard, east of the current track locations, south of the Fisher's Island Ferry property is present. Several other piers and what appear to be buildings are present along the shoreline of this parcel.
- 1965: Due to poor resolution of this photograph, parcel details are difficult to discern.
- 1970: The parcel appears similar to that presented in the 1965 photograph with the same partial coverage.
- 1975: The parcel appears similar to that presented in the 1970 photograph.
- 1980: The railroad siding yard does not appear to be active in this photograph.
- 1986: The shoreline of the parcel is in a different configuration than observed in earlier photographs and the apparent building structures observed in earlier photographs are no longer present.
- 1990: The parcel appears similar to that presented in the 1986 photograph. The railroad siding yard appears to be vacant in this photograph.
- 1996: The parcel appears similar to that presented in the 1990 photograph.

#### *Sanborn Fire Insurance Maps*

Sanborn maps specific to this property were not reviewed for this assessment. The 1921 Sanborn map depicting the overall New London downtown area in 1921 shows a total of six piers along the parcel. Seven railroad tracks are present at the north end of the property and two railroad tracks are present in the south portion of the parcel. Approximately nine structures are depicted on the six piers, along with several structures on the west side of the NY, NH, & H RR lines. One portion of the structures is identified as a "spar yard" (vessel spars, masts, etc). The uses of the remaining structures are not identified.

### FirstSearch Database Findings

One site was identified by the FirstSearch report at the location of this parcel:

- Waterfront Park is identified as an EPA Brownfield site and in the Federal Institutional Control/Engineered Control listings in the database report. According to the FirstSearch report, the site was undergoing groundwater monitoring in 2002. In addition, passive groundwater remediation was occurring at the time through the use of oil absorbent socks in selected wells.

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## Potential Environmental Considerations

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site:

- Possible presence and/or placement of urban fill material;
- Former industrial use of the property by railroads;
- Former historic building structures; and,
- The listing of this parcel as a Brownfields site.

This assessment identified the likely presence of contaminated soil and/or groundwater at this portion of the Site based on the FirstSearch report identifying groundwater remediation at this parcel. Based on the former industrial use of this parcel, the apparent filling activities that have occurred at this parcel and the identification of this parcel as a Brownfield site, it is likely that contaminated soil and/or groundwater are present in this portion of the Site from releases of chemical and/or materials used at, placed on or transported through this parcel.

### **11. Governor Winthrop Garage (LOT 199-3)**

#### Existing Conditions

*Current Owner:* Cornish Parking LLC

*Parcel Address:* Governor Winthrop Boulevard, no specific street address identified.

*Acreage:* 1.02 Acres

*Mapped Soil Type:* 100% Urban Land.

*Current Use/Description:* The Governor Winthrop Garage is a 161,736 square foot, four-story, concrete parking structure, constructed in 1970, located to the southwest of the intersection of Governor Winthrop Boulevard and Union Street. A pedestrian bridge is located at the south side of the garage and accesses buildings along State Street to the south.

#### Historical Use

##### *Aerial Photo Survey*

- 1934: The exact location of this parcel is difficult to discern in this photograph. However, the entire area near the parcel is occupied by building structures.
- 1951: The parcel appears similar to that presented in the 1934 photograph.
- 1965: This photograph does not show the parcel location.
- 1970: This photograph does not show the parcel location.
- 1975: This photograph depicts the completed parking garage structure, along with the newly widened Governor Winthrop Boulevard extending to Water Street to the east. The property to the north of the garage is vacant.
- 1980: The parcel appears similar to that presented in the 1975 photograph.
- 1986: The parcel appears similar to that presented in the 1980 photograph.

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- 1990: The parcel appears similar to that presented in the 1986 photograph. A new building is present on the parcel across Governor Winthrop Boulevard to the north of the parcel.
  - 1996: The parcel appears similar to that presented in the 1990 photograph.

#### *Sanborn Fire Insurance Maps*

Sanborn maps specific to this property were not reviewed for this assessment. The 1921 Sanborn map depicting the overall New London downtown area in 1921 shows a large building present at the parcel and other large buildings located on the block to the southwest of the parcel.

#### FirstSearch Database Findings

The FirstSearch report did not identify any database sites at the location of either of these two parcels.

#### Potential Environmental Considerations

Based on the review of available historical information and current property use, the following potential environmental conditions have been identified for this portion of the Site:

- Former historic building structures and possible industrial use of this parcels;
- Possible presence of urban fill material; and,
- Current parking lot use that could present releases from motor vehicles.



### *1. Introduction and Purpose*

This document addresses governance of the Regional Intermodal Transportation Center. It summarizes the types of governance at other intermodal transportation centers in Connecticut and around the country and the special provisions put in place to finance operation of those centers. This research was conducted prior to developing a governance recommendation that would complement the physical plan recommendations developed in the RITC Master Plan. The intent of this task was not to complete a survey of all intermodal centers, which is clearly beyond the scope of this project, but simply to identify examples of what has been done at other intermodal centers with multiple entities, public and private.

Clearly, the RITC will encompass a variety of modes and both public and private interests. The master plan reflects the goals of the study to make intermodal travel more seamless and to increase the integration and coordination of modes at the RITC. The plan envisions enhanced facilities for intermodal transfer and involves both initial capital (construction and equipment) costs and ongoing operating and maintenance costs. As the specific improvements in the master plan were developed, the question arose as to how an improved RITC would be governed, that is who would lead the implementation of the master plan, own the facility, make policies, manage it, fund it, operate it and maintain it. While some elements of the RITC would continue to be owned, managed and operated by individual entities, there will likely be a need for shared funding of some elements. Before making a recommendation about how to govern shared elements of the RITC and how to make decisions affecting the RITC as a whole, it is prudent to examine the ways in which similar intermodal centers are governed and the mechanisms they have put in place to secure financial participation and joint decision-making from a variety of public and private entities.

### *2. Approach*

The effort began by trying to identify intermodal centers that involve a variety of public and private entities and may have developed a special governance structure. Through internet searches and other sources, the consultant team identified likely candidates. Internet searches were able to identify the candidates and in some cases provide some useful information about their governance structure and financing. Follow-up contacts were necessary to obtain definitive information. In some cases, initially-identified candidates were later found to be fully governed by a single entity. Few cases of shared governance structures were found. The team did not find any examples in Connecticut of the creation of a new entity to govern an intermodal transportation center. However, it identified shared mechanisms used elsewhere, existing ownership and management examples from Connecticut and legislation in Connecticut that would enable shared mechanisms to be used.

Section 3 below provides an overview of the options for governance structure and a few brief case studies from around the country. The various funding mechanisms used for the construction as well as operation and maintenance are described for several of the examples. Examples of governance of intermodal centers from Connecticut are provided in Section 4. Potential Connecticut enabling legislation follows in Section 5. Recommendations for governance of the RITC in southeastern Connecticut are provided in Section 6.

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### ***3. Governance Options and Examples from Around the Country***

#### ***3.1 Summary of Governance Options***

There are four primary organizational models of governance that involve varying assignments of ownership, funding, and management responsibilities among stakeholders/partners. They are:

- Single Existing Public Agency
- Coordination Among Several Existing Entities
- New Special-Purpose Entity
- Existing Private Developer/Company

Each governance model is described briefly below, followed by selected case study examples from around the country. Connecticut examples are described in detail in Section 4.

***Single Existing Public Agency*** – An existing public agency is the governing entity. The public agency could be the state, municipal government, transit authority or district or some other public entity. Transportation providers other than the owner agency simply lease space from the ownership entity to use the facilities for their operations.

For example, the Everett (WA) Transit Center is owned and primarily managed by the City of Everett. However, interagency agreements were established and partners contributed towards the funding of the project.

The Paul S. Sarbanes Transit Center Project in Silver Spring (MD) is another example that follows a similar model. The County is constructing the center on land owned by both the County and WMATA using a grant from the Federal Transit Administration. Montgomery County has provided the 10% local share for the capital grant. WMATA will take over ownership, operations and maintenance once the construction is completed. WMATA will enter into contracts (lease agreements) with other providers.

This appears to be the most common form of governance. Other centers with this form of governance identified during the research include Union Station in Hartford (CT) owned by Greater Hartford Transit District (described in more detail in Section 4), Brattleboro (VT) Intermodal Center owned by the Town of Brattleboro and the Senator Patricia McGovern Transportation Center in Lawrence (MA) owned by the Merrimack Valley Regional Transit Authority.

***Coordination Among Several Existing Entities*** - In this case, different entities own and govern the component facilities that comprise the intermodal center, but they coordinate their efforts through the establishment of interagency agreements. For example, the Miami Intermodal Center in Florida had interagency agreements in effect before the project was undertaken to distribute the responsibilities for governance, management and operation among existing entities. Components of the project are funded by individual agencies and will be operated and maintained by individual agencies; no joint entity was formed. As another example, the Bridgeport (CT) Intermodal Center (described in more detail in Section 4) does not have a separate governing body; instead, the bus terminal, rail station and the ferry terminal are managed and operated by separate agencies.

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***New Special-Purpose Entity*** - A new organization is created for the purpose of the governance of the project. The mission, authority, powers and responsibilities are defined to suit the project.

The Transbay Transit Center (TTC) in San Francisco, CA and Denver Union Station are examples of intermodal centers that have a new entity in place to supervise design and construction, and to procure and expend funds. In case of TTC, the governing body the Transbay Joint Powers Authority, is responsible for ongoing operation and maintenance of the Transit Center as well as development and construction. In the case of Denver Union Station, the Denver Union Station Project Authority (DUSPA) is responsible only for the redevelopment of Union Station and construction of improvements for the intermodal center. The ongoing governing body for the center once it is constructed has not yet been formed but may evolve from DUSPA. However, it is envisioned that Denver's regional transit agency, RTD, will operate and maintain the center under an agreement. Thus, Denver presents a unique example of governance that has evolved with the needs of the project.

***Existing Private Developer/Company*** – A private developer/company could serve as the governing entity for a project and then lease space or grant easements to accommodate public components. The team did not find many relevant examples that are currently using such a model. Most likely the reason such an approach is not widely used is that the private developer would not have access to federal transportation grants. However in Holyoke (MA), a private entity which is a subsidiary of the intercity bus company is developing and will own a multimodal transportation center to serve local transit and intercity bus service with government grant support. In order to satisfy FTA requirements for continuing public control, this center will provide a long-term lease to the Pioneer Valley Regional Transit Authority.

### *3.2 Examples*

#### ***Paul S. Sarbanes Transit Center, Silver Spring, MD***

Type: Single Existing Entity

Source: Don Sherman, Montgomery County

Silver Spring Transit Center website:

<http://www.montgomerycountymd.gov/mcqtmpl.asp?url=/content/DOT/projects/sstc/index.asp>

Other websites: <http://www.silverspringdowntown.com/item/federal-funding-for-silver-spring-transit-center-announced>

The Paul S. Sarbanes Transit Center is located on a 5.7 acre site, in downtown Silver Spring adjacent to the WMATA Metrorail station. The Center, which is still under construction, replaces the old surface transit facility and enhances the capacity and efficiency of operations.

The existing rail station provides direct access to MARC commuter rail service as well as WMATA's Metrorail rapid transit. Multiple bus and shuttle operations will be served at the Center, which will feature 34 bus bays for WMATA Metrobus, Montgomery County Ride-On bus service, (Maryland) MTA Commuter Bus, Van-Go shuttle, intercity buses and the University of Maryland Shuttle. The Center includes kiss & ride spaces and taxi spaces, a multimodal transit store, bike trails and ITS enhancements.

The transit center site is partially owned by the County - 1.9 acres are owned by the County, and the remainder by WMATA. Once the construction of the Center by the County is completed, ownership

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would be transferred to WMATA which will have responsibility for operations. WMATA will enter into contracts with other operators for the usage of space.

To attract private sector development, WMATA issued a joint development solicitation, according to news item (<http://www.silverspringdowntown.com/item/federal-funding-for-silver-spring-transit-center-announced>) dated March 1, 2006. Silver Spring Metro LLC would enter into a land lease with WMATA for private development of the site which would include hotel, residential and retail space.

Presently the total cost of project is \$94 million (projected expenditure at beginning of project was \$75 million) of which approximately \$54 million are funded by the FTA. The funding sources (per information provided by Don Sherman of Montgomery County) are as follows: 80 percent Federal funds (max), 10 percent state funds and 10 percent local (County) funds (min), with Montgomery County funding cost overruns.

### ***Everett Transit Center, Everett, WA***

Type: Single Existing Entity

Source: Tom Hingson, Everett Transit

website: [http://www.historylink.org/index.cfm?DisplayPage=output.cfm&file\\_id=8563](http://www.historylink.org/index.cfm?DisplayPage=output.cfm&file_id=8563)

The Everett Transit Center serves as a transit hub and the northern terminus for Sound Transit, the agency that was formed in 1996 to provide regional (intercounty) service in King, Pierce and Snohomish counties. It consists of a 64,000 sq. ft building located on a 10 acre site next to the BNSF tracks. The transit center/railroad station and parking are owned by the City of Everett, Washington. Platforms and tracks are owned by BNSF Railroad.

Passenger rail service at the station is comprised of Amtrak intercity service and Sound Transit's Sounder commuter rail. Bus service at the station includes intercity service, Everett Transit, Snohomish County's Community Transit (which will also provide SWIFT Bus Rapid Transit), Sound Transit regional express bus service, Island Transit, and Skagit Transit.

The transit center building also includes a high end café, large leasing space, and civic/banquet facilities. The Everett Office of Workforce Washington and University Center, a consortium of some Washington colleges and universities, were the major tenants of the leased space until recently.

Initially the project vision revolved around transportation needs, specifically to replicate the local train station, which along with the Greyhound Bus station had closed. Several area stakeholders realized that the project was to be a major undertaking for the City and identified its transit oriented development opportunities. The University of Washington in particular saw this as an opportunity to gain a stronger foothold in the higher education market by locating an educational facility there that would be very accessible via public transit. Other local agencies had needs for space that could be accommodated at this accessible location including the Workforce Development Center. The City also felt that its Customer Service Office could be suitably accommodated at this location. Each partner had a need and thus the building design evolved from a single story building to a 4-story structure. The local and regional partners recognized the potential benefit of a joint development project which led to development of a partnership to finance the project.

### ***Funding***

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The project cost was \$44 million including the acquisition and clearing of land and the cost of the structure. Federal (\$27 million), state, and local agencies, including Amtrak and Sound Transit, contributed funds to the project, which also relied on some private funding. The City of Everett took the lead role in managing the project. Some of the financial partners later became tenants of the building.

The operating expenses of the transit center are paid by Everett Transit (from the dedicated revenue fund of the City of Everett). A significant portion of the expenses was covered by the leases (however, the building is currently mostly vacant). Some transportation agencies contribute as well. Sound Transit pays a portion of the maintenance cost per a three year agreement. Amtrak has a 20 year lease with the City of Everett effective from 2002. The other bus services use the facility without paying under the mutual use agreement that applies to the member jurisdictions of the Puget Sound region.

In conclusion, the City was the lead agency and owns the facility. While there were interagency agreements that allowed for participation in capital funding and ongoing lease agreements, the facility does not have a special purpose governance body.

### ***Transbay Transit Center, San Francisco, CA***

Type: New Special-Purpose Entity

Source: Courtney Lodato, Singer Associates, Inc (consultants to TJPA)

Transbay Center website: <http://www.transbaycenter.org/transbay/>

The Transbay Transit Center (TTC) project will replace the old Transbay Terminal with a new intermodal center, extend Caltrain passenger rail service to the center and create a new mixed use neighborhood around the center. The transit center will also serve as the station for the future California high speed rail service.

The Transbay Joint Powers Authority (TJPA) is the governing body charged with design, construction, operation and maintenance of the transit center. It was formed in August 2001 (pursuant to Chapter 5, Division 7, Title 1 of the Government Code of the State of California) to jointly construct, build and operate the new regional transit hub. It is a collaboration of City and County of San Francisco, including the Municipal Transportation Agency (MTA) and the Office of the Mayor and the Board of Supervisors; the Alameda-Contra Costa Transit District (AC Transit); and the Peninsula Corridor Joint Powers Board-Caltrain (which in turn is composed of the City and County of San Francisco, the San Mateo County Transit District, and the Santa Clara Valley Transportation Authority; and the State of California Department of Transportation). TJPA has the authority to buy and sell property, enter into contracts, and accept and expend grants of cash and property for the development of the transit center.

### ***Funding***

The Transbay Transit Center program has been included in several local and regional plans. Of particular note is MTC's Resolution 3434: Regional Transit Expansion Program (RTEP) which enabled greater funding commitments from government agencies as well as strengthened advocacy for funds.

The Transit Center plan encompasses two phases. The first phase includes building the temporary terminal and moving the current operations to this location while the older terminal is torn down for new construction. The second phase consists of building the new terminal and bringing the Caltrain underground for a stretch of approximately 1.5 miles from its current station location. The terminal will be operation by 2015; Caltrain operations to the terminal will begin in 2018.

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The first phase of the project is fully funded, with some remaining funding available for Phase 2. Funding sources identified include:

- Federal sources: Section 1601 Grant/ TIFIA loans; Bus and Bus-related Facilities Program; Projects of National and Regional Significance/section 1301 grant
- State sources: Regional Transportation Improvement Program; land sales of property provided by the state to the TTC project
- Regional sources: Regional Measure 1, which authorizes a standard auto toll of \$1 for all seven state owned toll bridges, Regional Measure 2 that raises the auto toll from RM1 by \$1, AB1171
- Local sources: San Francisco Proposition K sales tax; San Mateo Measure A sales tax; AC Transit Capital Contribution; pre-construction lease proceeds from tenants on TJPA acquired property; proceeds from transferable development rights<sup>1</sup> sold by TJPA; interest income.

TJPA will be revisiting the funding plan this fall to include the design of the train box in Phase 1.

Debt repayment will be through the following sources:

- Tax increment on property values in the redevelopment area
- Passenger facility charges which AC Transit, Caltrain and California High Speed Rail Authority will pay to TJPA

### ***Union Station, Denver, CO***

Type: New Special-Purpose Entity

Source: Tom Gougeon, Union Station Neighborhood Company

Denver Union Station website: <http://www.denverunionstation.org/>

Denver's historic Union Station had been a major rail hub in the region, before losing most of its patronage and services in recent decades as rail popularity declined. Since 2001, several public agencies have partnered to redevelop the historic station and create a central hub of a future transportation system. These agencies are the Regional Transportation District (RTD), the Denver Regional Council of Governments (DRCOG), the City and County of Denver (CCD), and the Colorado Department of Transportation (CDOT). The project to redevelop the station includes transit center improvements as well as redevelopment of the adjacent 19.5 acres. The transit center improvements will include an at-grade, eight-track commuter rail station, relocation of RTD's regional bus facility below grade under 17th Street; and relocation of the light rail station at-grade to the Consolidated Mail Line (CML). The 16th Street Mall Shuttle will continue to operate in dedicated lanes along 16th Street extended to the relocated light rail station. The new Downtown Circulator will include stops for easy transfers to commuter rail and light rail services. The plan also creates a number of new public plazas. Private development in the adjacent parcels will include parking garages, commercial and residential development.

Several governance mechanisms have evolved since 2001 to support ongoing phases of the project as described below.

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<sup>1</sup> Appraisal of Real Estate defines a transferable development right as "a development right that is separated from a landowner's bundle of rights and transferred, generally by sale, to another landowner in the same or a different area. Appraisal Institute, the Appraisal of Real Estate, 11th ed. Chicago: Appraisal Institute, 1996, p. 148.

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In August 2001, RTD purchased the Union Station site from its private owners, with funding from an intergovernmental agreement among the partnering agencies. An Executive Oversight Committee (EOC) was also formed as an interim vehicle for decision making to enable coordination among partners and initiate and oversee the Denver Union Station Master Plan and the development of the Environmental Impact Statement. The EOC is comprised of the chief executive of each of the four partnering agencies.

In June 2008, the Denver Union Station Project Authority (DUSPA) was created as a non-profit entity by the City of Denver<sup>2</sup>. This replaced the Intergovernmental Agreement in place. DUSPA has a Board of Directors that has membership incorporating representatives of all four partner agencies. The Master Developer, Union Station Neighborhood Company is also represented on the Board. DUSPA will be the primary financing entity for the project and will serve as the client for all contracted work related to the redevelopment of the Union Station and the multimodal center.

The governance structure to facilitate operations and maintenance of the multimodal center will be finalized within a year. DUSPA will most likely serve as a key component of the permanent entity established in the future. Once the transit improvements are complete, RTD will be responsible for the operation and maintenance per legal agreements between RTD and DUSPA.

#### *Funding*

There are several funding channels that are being utilized for the project. In the current setup, DUSPA serves as the primary funding agency for all activities related to the redevelopment and construction. It receives funds for construction from:

1. Federal sources including FTA and FHWA funds
2. ARRA stimulus funds from DRCOG/RTD
3. State Senate Bill 1 Funds from CDOT
4. Future TIP funding from DRCOG
5. Proceeds of sales of land around Union Station that the City will sell to the Union Station Neighborhood Corporation (the master developer for the site)

Denver Union Station has applied for loans from two low interest federal loan programs- the Railroad Rehabilitation and Improvement Financing (RRIF) program from Federal Railroad Administration (FRA) and the Transportation Infrastructure Finance and Innovation Act (TIFIA) federal credit program offered by USDOT. This project presents a unique and creative example of how the two loan programs are being used together to move a transit center project forward.

Funds for debt service will be available via:

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<sup>2</sup> the Denver Union Station Project Authority ("Authority") is a nonprofit corporation created and existing under the Colorado Revised Nonprofit Corporation Act, Articles 121 through 137 of Title 7 of the Colorado Revised Statutes, as amended, its Articles of Incorporation and Ordinance No. 334, Series of 2008, adopted by the City Council of the City and County of Denver, Colorado.

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1. Annual lease payments from RTD (this mechanism uses funding appropriated for the Denver Union Station in the Fastracks program<sup>3</sup>)
  2. Tax increment revenue (from property and retail sales) from a 40 acre area around the Union Station. This revenue has been pledged by the Downtown Development Authority for a period of 30 years or till loan repayment
  3. Special taxing districts (metropolitan districts established to finance, construct and manage public improvements in the DUS project area) formed that levy a tax of 30 mills for 40 years
  4. Lodging tax revenue from within the development area
  5. City of Denver, which provides DUSPA with funds to meet interest payments under a City Contingent Commitment Agreement

### ***Miami Intermodal Center, Miami, FL***

Type: Coordination Among Several Existing Entities

Source: Gary L. Donn, Office of Transportation Support/MIC Program Manager, Florida Department of Transportation

Miami Intermodal Center website: <http://www.micdot.com/>

The Miami Intermodal Center (MIC) is a transportation hub being developed by the Florida Department of Transportation (FDOT). Located next to the Miami International Airport, the Intermodal Center will consist of a Rental Car Center, the Miami Central Station (services will include Amtrak, Tri-Rail, Metrorail, intercity and local buses, shuttles and taxis), major roadway improvements, the MIA (Miami International Airport) Mover and joint development.

The program is headed by FDOT in partnership with the U.S. Department of Transportation, Miami-Dade County, the Miami-Dade Expressway Authority and the South Florida Regional Transportation Authority. These partnerships were established well before the MIC program began. A steering committee with representation from all partners serves as the decision making body for governing policies for the MIC project. While no joint ownership was established, agreements among agencies enable financing and project coordination.

An individual agency is responsible for each specific component of the Intermodal Center. The People Mover between MIA and the MIC is Miami-Dade County's contribution to the MIC Program; it will be built and operated by the Miami-Dade Aviation Department (MDAD). Road construction and maintenance are FDOT's responsibility. The Miami Central Station, which is the main ground transportation hub, is also FDOT's responsibility. The Rental Center is being designed and constructed by FDOT and operations will be handed over to the Miami-Dade Aviation Department. The joint development component will consist of public and private ground lease development around Miami Central Station.

### ***Funding***

Funding sources include federal, state, local and private sources, as described below:

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<sup>3</sup> FasTracks is RTD's 12-year comprehensive plan to build and operate high-speed rail lines and expand and improve bus service and park-n-Rides throughout the region, was approved by voters in 2004 allowing a regional sales tax increase. FasTracks commits \$208.8 million for this project.

- Federal sources: Transportation Infrastructure Financing Innovation Act (TIFIA) loans. FDOT applied for TIFIA loans and is responsible for repaying the loan used for the construction of the Rental Car Facility. Funds for repayment will be collected from daily user charges assessed to rental car customers and contingent rent paid by rental car companies if revenue projections are not met.
- State sources: Internal State Transportation Trust Fund (STTF) loan and FDOT State Infrastructure Bank loan.
- Local/other sources: Miami-Dade County/MDAD contributions (The MIA mover is in MDAD's Capital Improvement Program), transportation funding prioritized by the Metropolitan Planning Organization, Miami-Dade Expressway Authority contributions
- Private sector sources: Private sector contributions include:
  - Customer Facility Charges (CFC) paid by rental car customers
  - Contingent rent to be paid by rental car companies, if necessary
  - Lease revenues paid by parcel owners through extended possession leases on MIC property already acquired

The joint development component will be funded by private developers interested in leasing property for commercial uses. FDOT which currently own the parcels may also consider selling or leasing these parcels to another public agency, allowing that agency and the developer to take the lead role on development.

### ***Holyoke Multimodal Transportation Center (MTC), Holyoke, MA***

Type: Existing Private Developer/Company

Source: PVTA website

The Holyoke MTC Project is a Joint Development Project initiated under Agreement between the Pioneer Valley Transit Authority (PVTA), the City of Holyoke, MA and the Holyoke Intermodal Facility, LLC, a private development firm from Springfield, MA. The \$8.9 Million project includes the adaptive reuse and conversion of the former Holyoke Fire Department Headquarters at 206 Maple Street in Downtown Holyoke into a multi-use, Transportation Center with a new bus port and parking facility constructed on the adjacent city parking lot.

The former firehouse is being renovated by the future owner and operator of the facility, the Holyoke Intermodal Facility, LLC. Holyoke Intermodal Facility LLC, a subsidiary of Peter Pan Bus Lines, owns the fire house. Ownership of the fire house was transferred from the City of Holyoke and Peter Pan is redeveloping it.

A long term lease to PVTA was considered sufficient to allow public grant funds to be used. PVTA has provided project oversight, procured the private partner, prepared the joint development agreement and is the recipient of the state and federal funds.

Once completed, this 4-floor facility will house a first-floor PVTA bus ticketing counter and information booth as well as a customer waiting area, driver rest area and public restrooms. The second floor will be leased to Springfield-Holyoke-Chicopee Head Start for its daycare and preschool programs and the third and fourth floors will be leased to Holyoke Community College as a centralized location for its adult literacy programs.

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The Bus Port will facilitate intra- and intercity bus service provided by the PVTA and Peter Pan Bus Lines. Riders on PVTA will be able to access seven routes and travel to the Holyoke Mall, Northampton, Springfield, Chicopee, Granby, Westfield, and Hadley from the new intermodal center. Peter Pan buses will have up to six trips a day into Springfield where riders will then be able to make connections to all areas served by Peter Pan. It is estimated that the facility will serve at least 7,000 transit users per week.

Although rail service is not currently provided in Holyoke, the MTC is within walking distance of the future restored passenger rail station.

The piece of land adjacent to the fire station, owned by the City of Holyoke, will be developed into a municipal parking facility that will serve the PVTA transit operations and the inter-city bus operation of Peter Pan Bus Lines.

The Holyoke MTC Project will provide the following benefits to the City and Region:

- Provide vastly improved transportation access, facilities and amenities for persons traveling to, from and through downtown Holyoke;
- Provide enhanced customer service and improved operations support facilities for both PVTA and Peter Pan Bus Lines in a state-of-the-art transportation facility;
- Create a transportation hub in Downtown Holyoke with access to service and transfers on seven existing transit routes and more than 7,000 passengers per week; while providing modal connections between local/intercity buses
- Provide for the adaptive reuse and restoration of the historic Firehouse on Maple Street that is currently vacant;
- Create an Adult Learning and Continuing Education Center through partnerships with Holyoke Community College and the Head Start Program offering basic literacy, GED and other classes;
- Leverage over \$7M in State and Federal Funding through private and local contributions and invest approximately \$9 Million in downtown Holyoke; and,
- Provide an improved streetscape and sidewalk system surrounding the MTC.

The project, which broke ground in January 2009, is scheduled for completion in early February of 2010.

At the groundbreaking, Peter Picknelly, President of Peter Pan Bus Lines said "The unique and collaborative partnership that was created between the City of Holyoke, the PVTA and Peter Pan has culminated in a project that will serve many diverse individuals and groups. Creative thinking in cooperative partnerships is the way to move forward in today's economic climate."<sup>4</sup>

#### *Funding*

The project is funded through a number of sources with \$4,475,020.00 in Federal Funds, \$533,825.00 in local contribution (Firehouse and adjacent lot), \$1,000,000.00 from Peter Pan Investment, \$1,500,000.00 from the State Transportation Bond Fund and \$618,755 in State Matching Funds for FTA Grants. Funding was secured in 2002.

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<sup>4</sup> <http://www.pvta.com/uploads/HolyokeGroundBreaking.pdf>

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Besides the examples described above, the team identified other intermodal centers, including several in the region; however they were owned by a single agency and did not involve any financial partnerships for funding and therefore were not selected as case study examples. There were several other intermodal centers selected for case studies for which insufficient information was obtained.

#### ***4. Examples from Connecticut***

Connecticut provides examples of intermodal facilities that fit under the categories of "Single Existing Entity/Agency" and "Coordination Among Several Existing Entities". Following are descriptions of Union Station in Hartford, Union Station in New Haven, the Stamford Transportation Center and the Bridgeport Intermodal Center.

##### ***Single Existing Entity/Agency***

Most intermodal centers in Connecticut are managed by one entity. Following are three examples, each different in terms of its ownership and management structure.

###### ***Union Station, Hartford***

Union Station, Hartford has gone through several owners prior to being owned by the Greater Hartford Transit District (GHTD). Prior to 1965, the owner of Union Station, Hartford was the New York, New Haven and Hartford Railroad. In 1965, E. Clayton Gengras purchased Union Station with the idea of developing it. But the project became too expensive, and the station was threatened with closure.

A private/public partnership was formed to help rescue Union Station, and resulted in the GHTD purchasing Union Station in 1980. The private/public partnership included a loan from a consortium of insurance companies. This loan only has to be repaid if the GHTD makes a profit on the private parts of the station.

Other partners included the Urban Mass Transit Administration (UMTA), the predecessor to FTA, the State of Connecticut DOT and Connecticut Economic Development, the developer (Halcyon and Union Station Associates Limited Partnership), and the City of Hartford.

The funding of the renovations was as follows:<sup>5</sup>

Urban Mass Transportation Administration	\$14,420,926
Connecticut Department of Transportation	\$500,000
Connecticut Economic Development	\$350,000
Lenders Consortium	\$3,300,000
(Aetna, Cigna, Connecticut Mutual, Travelers, The Hartford)	
Halcyon Ltd. (Union Station Associates Limited Partnership)	\$900,000
City of Hartford	(Property tax deferral)
TOTAL	\$19,470,026

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<sup>5</sup> Archived document provided by Vicki Shotland, Executive Director of the Greater Hartford Transit District

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GHTD is responsible for paying for the operations of the station. The State of Connecticut contributed the Spruce Street parking lot, which revenues contribute to the operations of the station. Also, GHTD is able to use 5307 funding to help maintain Union Station. This funding is matched by the State of Connecticut.

GHTD has done a good job of keeping Union Station leased, while many similar centers struggle with this. Lease rates and terms vary greatly—as they have depended on when the lease was negotiated and with whom. GHTD is hopeful of negotiating more consistent deals in the future that will reflect the increased value of having commuter rail come to the station. GHTD is supposed to pay off the loan to the insurance companies when it makes a profit on the privately leased parts of the station—it has been making small payments on this loan over time.

#### *Union Station, New Haven*

Union Station in New Haven is owned by the Connecticut DOT. It is managed under an agreement with the New Haven City Parking Authority, an agreement that will go for 5-6 more years.<sup>6</sup> Revenues from the parking facility at the station go first to manage the parking lot and then to support the station.

Plans call for an expansion of the rail corridor through New Haven, additional parking, and TOD. To take full advantage of the expanded facility, the Connecticut DOT offices are expected to move to the new rail yard, providing more of the station for development. The Parking Authority and City of New Haven have conducted a study examining how additional parking and development could be provided near Union Station.

#### *Stamford Transportation Center, Stamford*

The Stamford Transportation Center is also owned by the State of Connecticut. It is managed by a private management company, Fusco Management, under contract to Connecticut DOT. The State has pledged \$35 million to help to develop additional parking for the center. Current plans supported by Commissioner Joseph Marie call for that parking to be done in conjunction with transit-oriented development (TOD) near the station.

#### *Coordination among Several Existing Entities*

##### *Bridgeport Intermodal Center*

The Bridgeport Intermodal Center brings together a bus transfer facility, a train station with Amtrak and Metro North Service, intercity bus service and a ferry terminal. The Bridgeport Intermodal Center does not have a single governing body; instead, the bus terminal, rail station and the ferry terminal are managed and operated by separate agencies.

The City of Bridgeport was the applicant for FTA funding to construct the bus facility and the City owns the facility. The Greater Bridgeport Transit Authority leases from the City and subleases to intercity operators.

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<sup>6</sup> Based on a phone conversation with James Redeker of Connecticut DOT 11/12/09.

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The Connecticut DOT owns the train station. It contracts to a private firm, Fusco Management Company, for management of the train station and pedestrian walkways.

## ***5. Relevant Connecticut Enabling Legislation***

Intermodal transportation centers in other parts of the country have employed various mechanisms for governing and financing that depend on local legislation. This section discusses some of the most relevant legislative mechanisms that may be utilized in Connecticut to finance intermodal centers as well as spur transit related development. This section does not address all legislation that enables establishment of public-private partnerships, authorities and interagency agreements.

### ***4.1 Special Services Districts***

Under Chapter 105a of the Connecticut General Statutes, any municipality in Connecticut can establish a special service district within its confines "to promote the economic and general welfare of its citizens and property owners through the preservation, enhancement, protection and development of the economic health of such municipality." The powers of the district include, among others, "to acquire, hold and convey any estate, real or personal," "to contract," "to borrow money," "to recommend to the legislative body of the municipality the imposition of a levy upon the taxable interests in real property within such district, the revenues from which may be used in carrying out any powers of such district", "to construct, own, operate and maintain public improvements," and to provide some services that municipality is authorized to provide with certain limits. Among the powers are to construct, acquire or obtain leasehold interests in and to operate motor vehicle parking facilities within or without such district. There are requirements associated with holding a referendum, which can be done via mail, among the holders of record of taxable interests of real property and obtaining approval from both the majority of owners that also constitute more than one half of the total assessment. There are provisions for distinguishing the tax levy by land use and by sub-district and related requirements for approval by those interests. A board of commissioners conducts the business of the district. There are provisions in the law creating an obligation on the part of the municipality's legislative body to impose the levy recommended by the district as a municipal levy and to have the municipality collect such levy for the benefit of the district.

Bridgeport is an example of a municipality that has established a special services district in its CBD for the purpose of preventing deterioration of the CBD and supporting its revitalization. (This special services district was not formed to support the intermodal center.)

A similar type of special service district can be established to include the transit providers as well as adjacent parcels that may support transit oriented development, provided there is buy-in from a majority of property owners in the district. While construction and transit related improvements are funded via grants and loans, the property tax collected by the municipality may be utilized for debt service and to meet operation and maintenance costs of transit centers.

### ***4.2 Tax Increment Financing***

The State of Connecticut allows towns and cities to use tax increment financing to finance developmental projects, specifically using the incremental *property tax* revenue to repay debts. Towns

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can issue the bonds themselves or request Connecticut Development Authority (CDA) to do so on their behalf.

TIF can be used for any type of development within a locally designated redevelopment area (CGS § 8-134), for business and industrial developments outside of these areas that follow prescribed development planning (CGS § 8-189 and 8-191), or anywhere in town if the project involves brownfield remediation. Certain municipalities can also use TIF for projects in other areas if the development involves information technology uses and the project creates significant economic benefits<sup>7</sup>.

The State of Connecticut also has in place another Tax Increment Financing Program (Reference: Title 32, Chapter 588n, Section 32-285). This program allows for incremental *sales taxes* collected under Chapter 219 (sales and use taxes) and *admissions, cabaret and dues taxes* collected under chapter 225, generated by a project approved by the CDA under this section to be used to pay debt service on bonds issued by the authority to help finance significant economic projects. Candidate projects are evaluated by the authority based on information about the type of business, number of jobs created, feasibility studies or business plans, etc. The Executive Director of the authority makes a preliminary determination as to whether the project is eligible. Among the considerations is whether the project is deemed economically viable. A revenue impact assessment is prepared by the authority. The Board of Directors of the authority then determines whether to approve the project and if so the amount and type of bonds the authority shall issue to support the approved project. Note that such bonds may be only one source of support for the project; other state, federal and private sources can be used to support the project.

The above revenue sources can be used to repay bonds that would fund construction or other capital improvements.

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<sup>7</sup> The information in this paragraph is from John G. Rappa, "Tax Increment Financing," OLR Research Report dated September 27, 2001 (<http://www.cga.ct.gov/2001/rpt/olr/htm/2001-r-0737.htm>). This information requires verification with the most updated provisions that are applicable under Connecticut General Statutes.





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