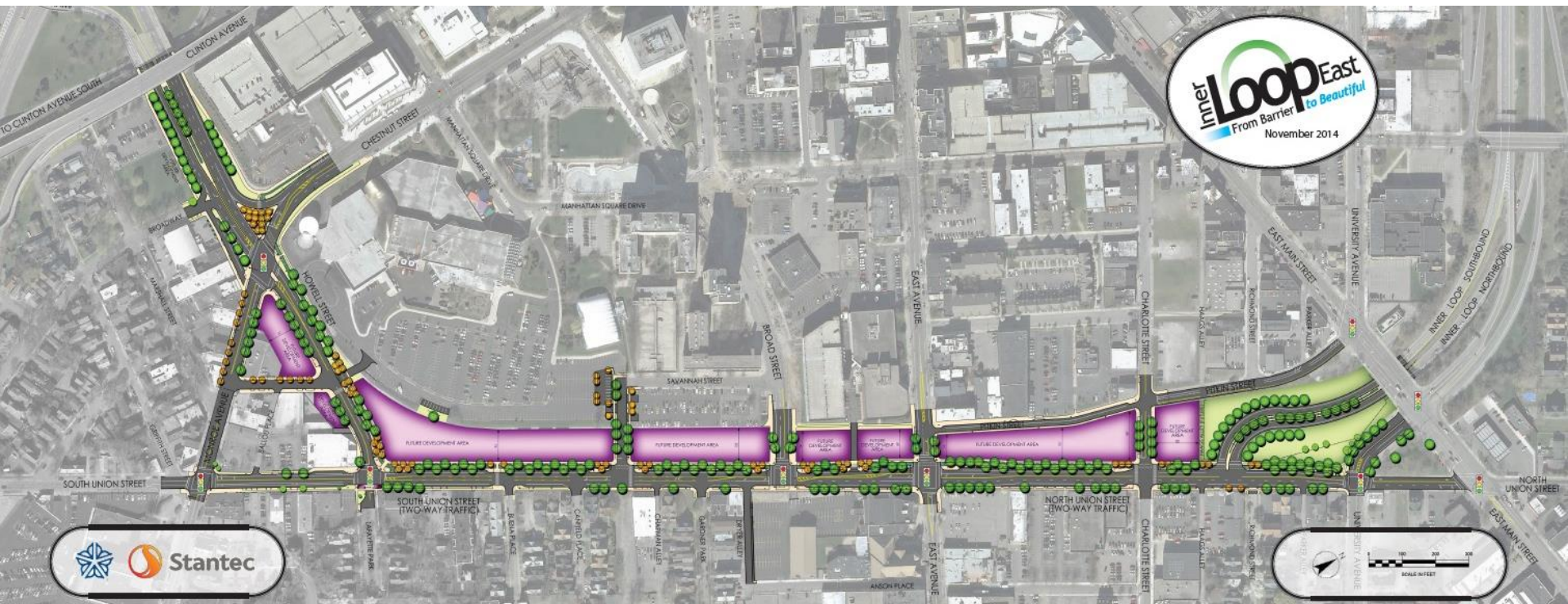


Strategic Divestment as an Asset Management Technique



**2019 NYSAMPO Conference
July 16, 2019**

Agenda

- **Asset Management**
- **Strategic Divestment**
- **Inner Loop East**
 - ❑ **A Little History**
 - ❑ **Traditional Approach**
 - ❑ **Alternative Vision**
 - ❑ **TIP support**
- **Future Private Development**
- **Other Strategic Divestment Opportunities**



Asset Management

➤ What does GTC's *LRTP 2040* say?

- ❑ Preserve and Maintain Existing Infrastructure is one of the Guiding Principles
- ❑ Asset Management is about maximizing the service life of necessary infrastructure
- ❑ Recommendation 8. – Evaluate the need to replace bridges that carry low traffic volumes



bridges

Asset Management

➤ What does GTC's *LRTP 2040* say?

- ❑ Preserve and Maintain Existing Infrastructure is a Guiding Principle**
- ❑ Asset Management is about maximizing the service life of necessary infrastructure**
- ❑ Recommendation 8. – Evaluate the need to replace bridges that carry low traffic volumes**



But what about other infrastructure?

The Federal Highway Administration says:

This is how we do business:

- Preserve our assets and minimize their whole life cost
- Operate in a financially sustainable manner
- Provide a framework to improve performance on a long-term basis

But what if the asset is at the end of its useful life?

The Federal Highway Administration says:

This is how we do business:

- Preserve our assets and minimize their whole life cost
- Operate in a financially sustainable manner
- Provide a framework to improve performance on a long-term basis

Do today's circumstances warrant yesterday's design?

Strategic Divestment

- **Strategic Divestment is NOT change for the sake of change**
- **Deliberate exercise to better use our infrastructure to meet current and expected future transportation needs**
- **Typical course of action is to replace the existing features in-kind at the end of the useful life**
- **Need to ask what has changed since the original decisions were made**
- **Need to look at assets as a system, not individually**

First, a little history



- **Corporate headquarters in downtown Rochester**
- **In 1950, City population exceeded 330,000**
- **Significant growth anticipated**
- **Inner Loop pre-dated building the Interstate**

Summer of 1953



By ROY ELLIOTT

ROCHESTER is in the throes of a metamorphosis that should change its entire traffic nature largely, the result of the Inner Loop.

It is expected to breath new life into the city's downtown area. It will

This portion of the loop admittedly will have the most critical effect on the city's downtown district. It will eliminate a traffic bottleneck at the State, Allen, Central Ave. intersections where a 100-foot stretch of State St. carries more than 16 million

jecting the line of Howell St. to the



Decades Later

- **Interstate system built out**
- **Suburban development attracted people, jobs, industry, retail and commercial businesses**
- **Corporate headquarters no longer in Rochester**
- **Downtown employment reduced**
- **City population drops below 220,000 in 2000**
- **Anticipated growth not realized**
- **Inner Loop under utilized**



60 Years Later



The vastly underutilized Inner Loop expressway is a significant barrier for motorists, pedestrians, bicyclists and community cohesion.

60 Years Later



Traditional Approach



Traditional Approach



Traditional Approach



Traditional Approach

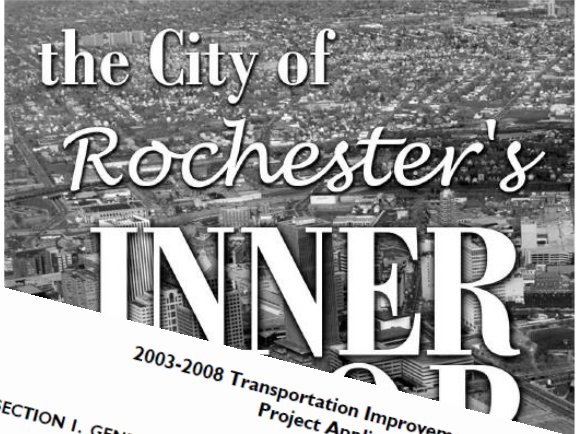


Traditional Approach



The City of Rochester had a different vision

- **Inner Loop Improvement Study (2000 – 2001)**
- **Smaller facility could reconnect community while serving traffic needs**
- **Submitted a project for TIP funding (\$6 – 20 million)**
- **Project not well enough defined**
- **NYSDOT was willing to wait on recon/rehab**



2003-2008 Transportation Improvement Program (TIP)
Project Application Form

SECTION I. GENERAL PROJECT INFORMATION (Required)

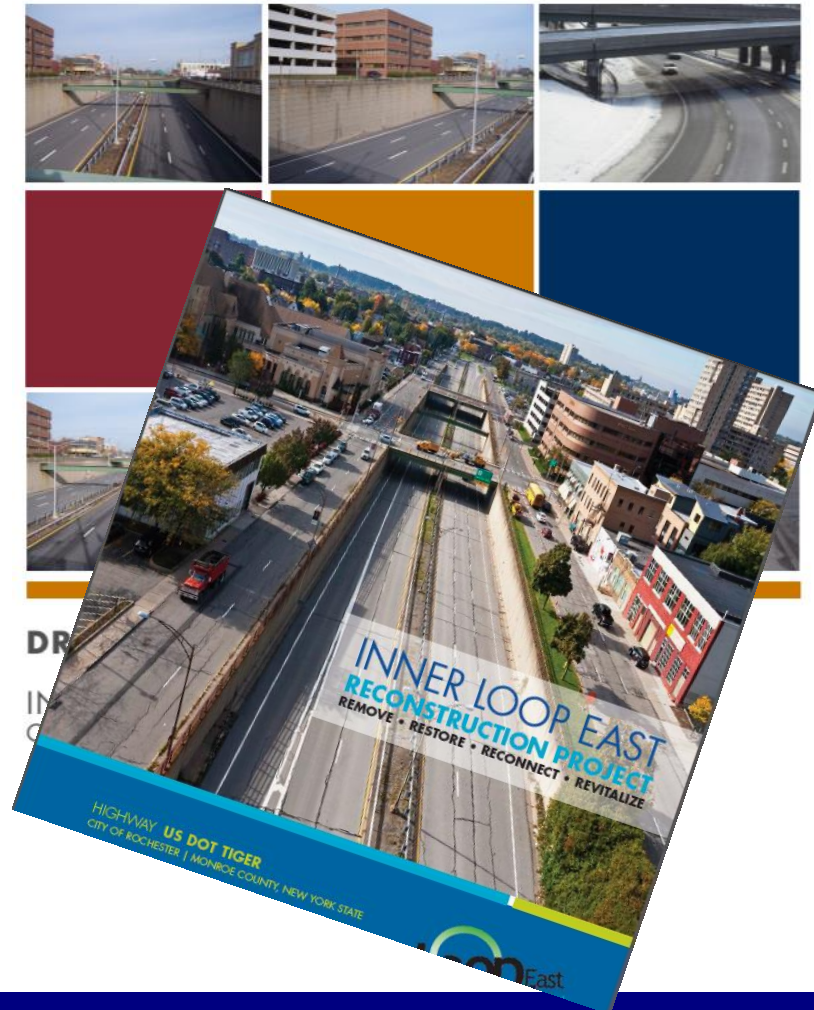
Project Name: _____
Applicant: _____
Project Location & Limits (attach required Map): _____
Implementing Agency (if different from Applicant): _____

Contact Person: _____ Title: _____
Organization: _____
Address: _____
Phone: _____ Fax: _____
Municipality/County: _____ E-Mail: _____

Internal Use Only
Prop # _____
Mode _____

The City of Rochester had a different vision

- GTC programmed STP funds for Scoping document
- Funds secured for design
- Final Design Report supported a successful TIGER application
- Construction estimate \$22 million
- 4-6 lane, limited-access expressway plus frontage roads to a 2 lane urban, complete street



So, what are the benefits?

- **Life cycle cost of new facility is considerably less**
- **Three bridges removed, which means:**
 - ❑ **Never need to be inspected again**
 - ❑ **No more maintenance or repair costs**
 - ❑ **Will never fail**
- **Fewer assets for the State to maintain**

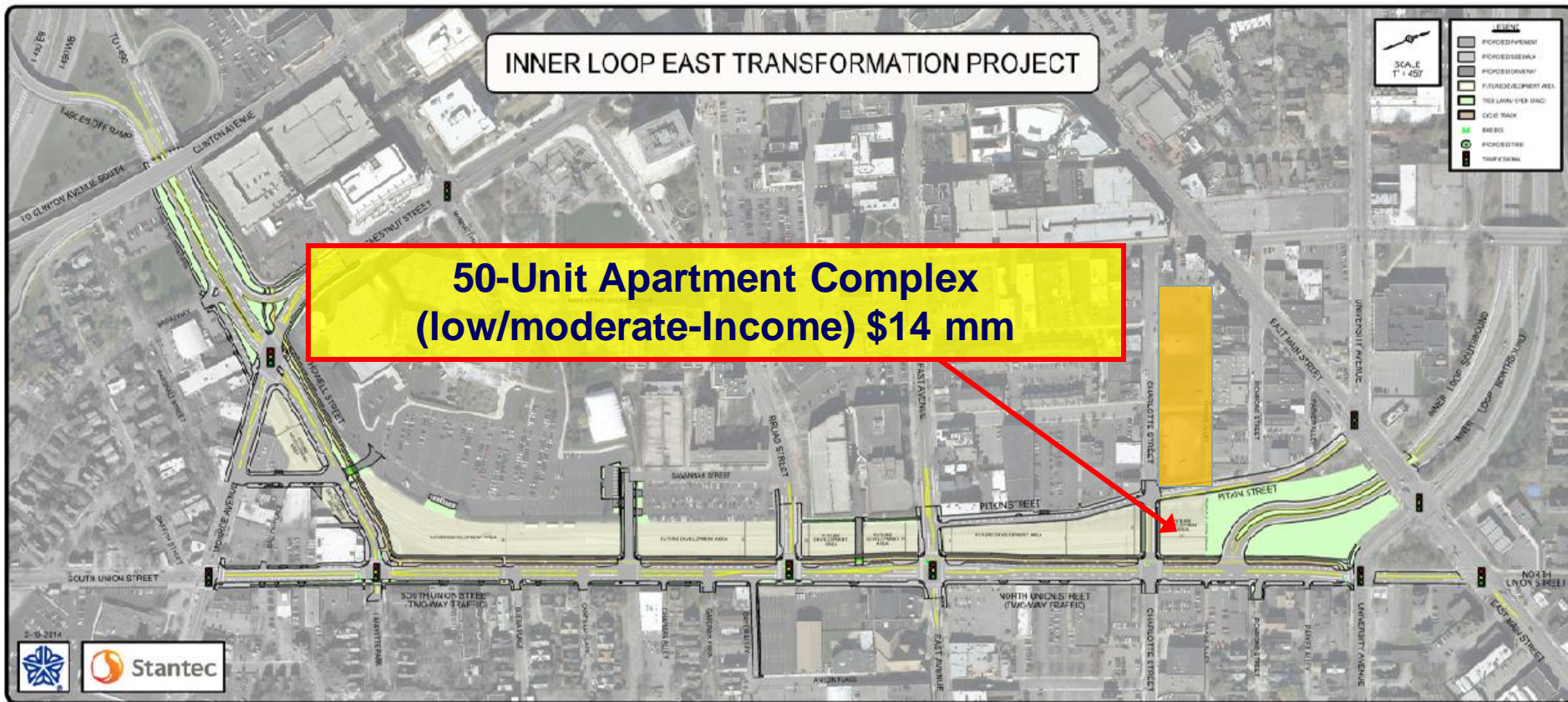


Changing Character



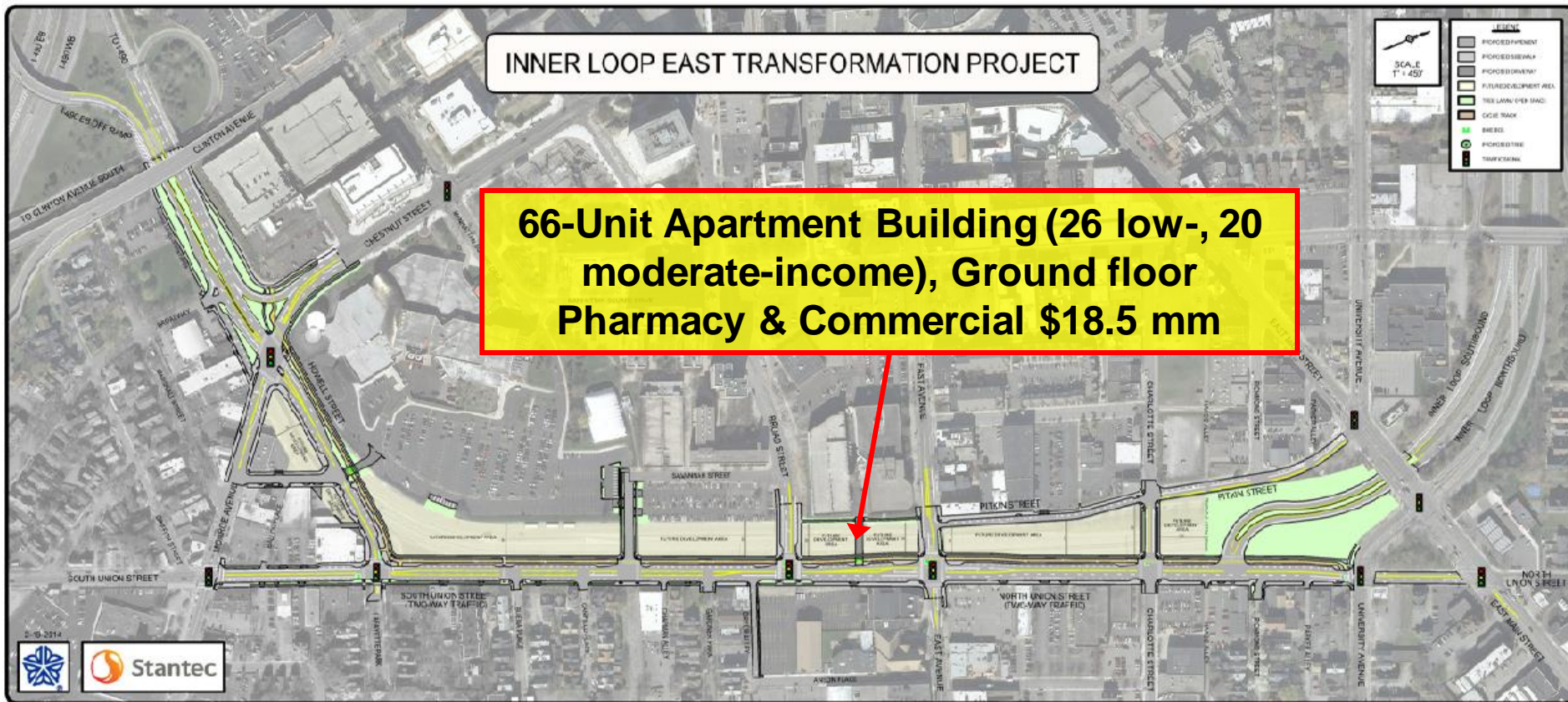


Private Development

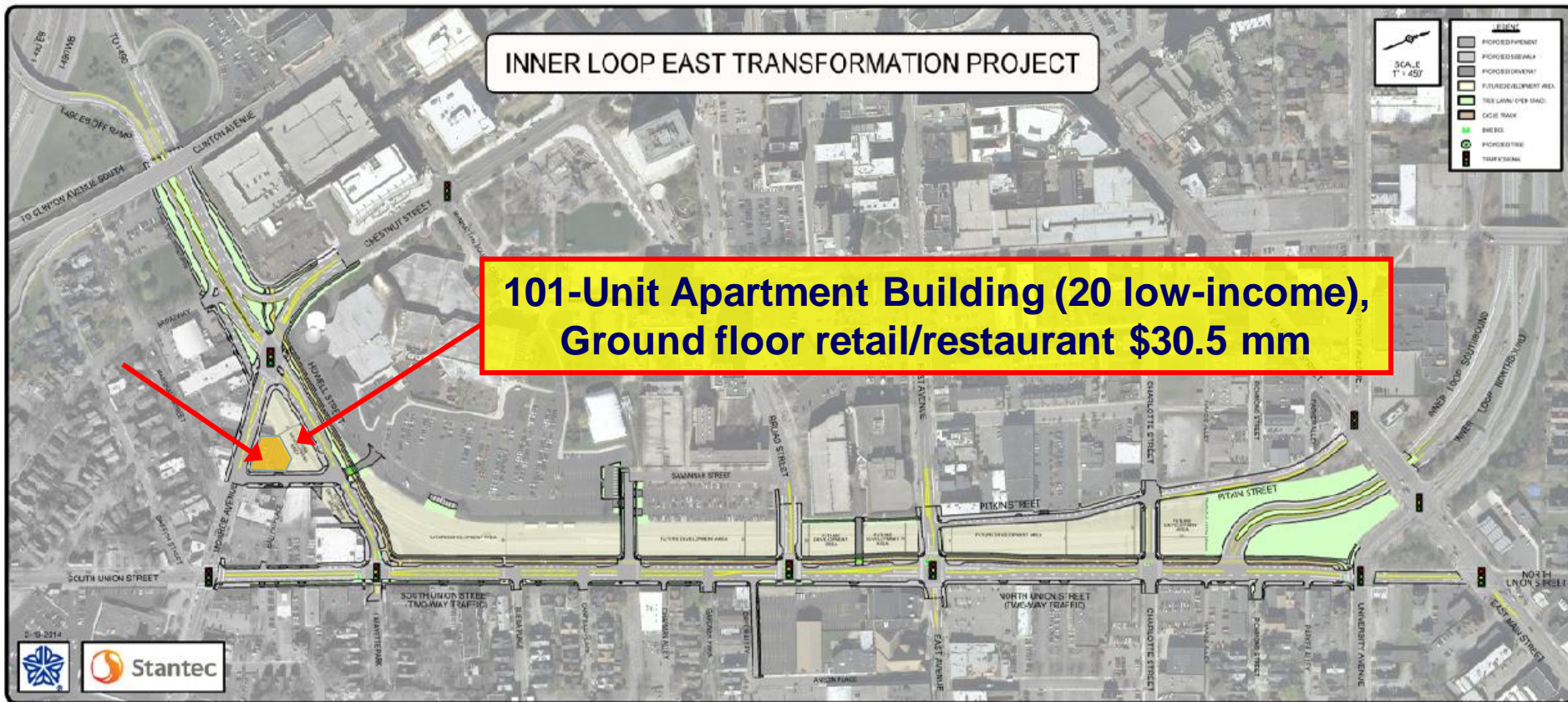




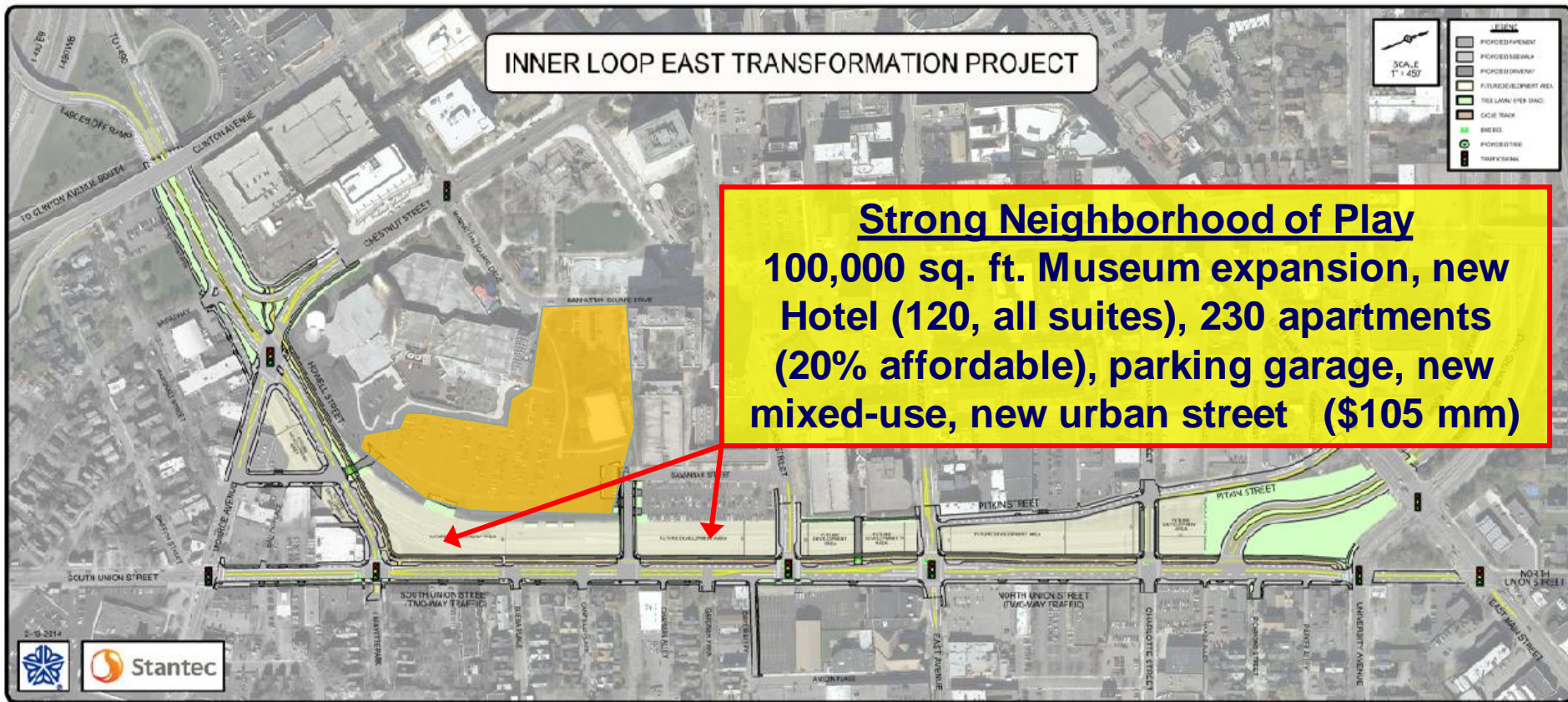
Private Development



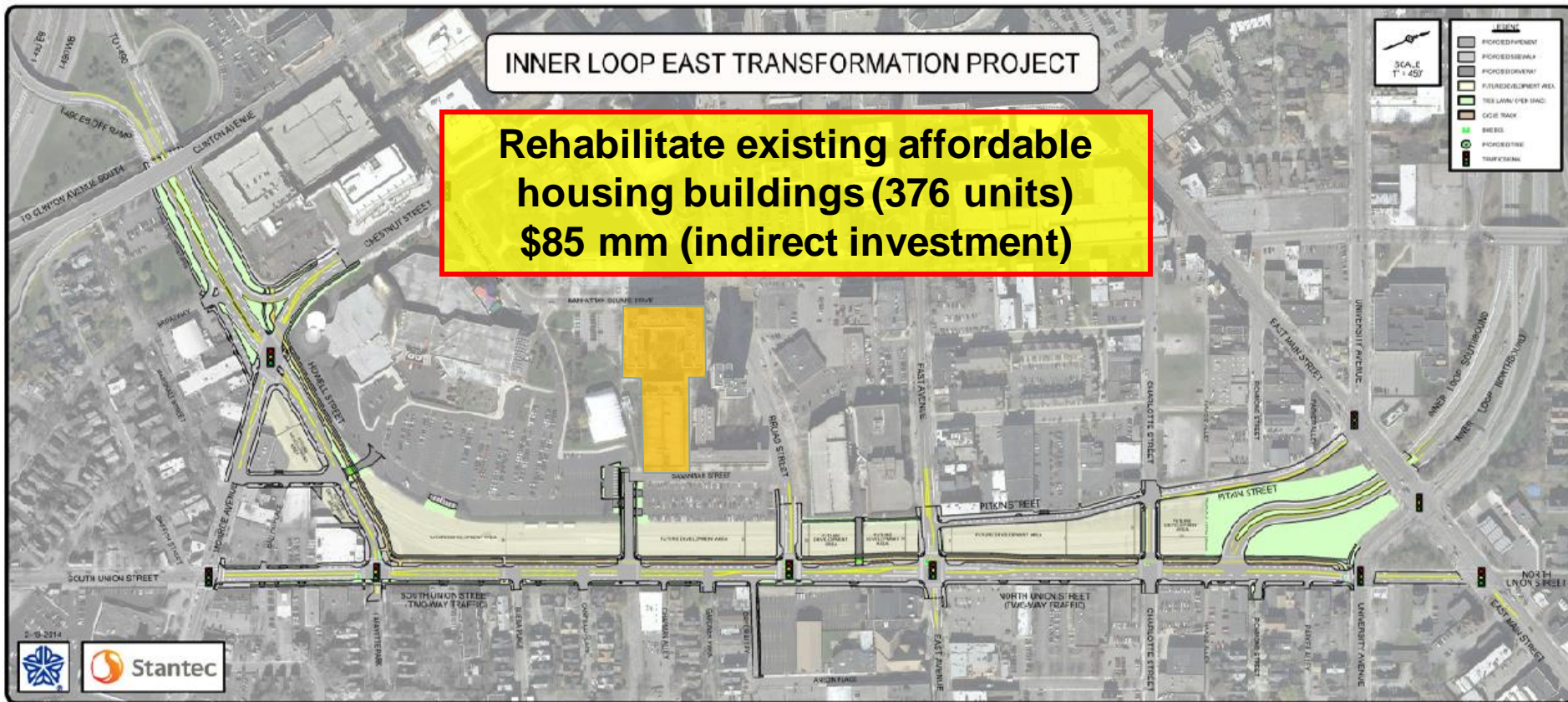
Private Development



Private Development



Private Development



Development Opportunity

- **\$208 million in new direct investment**
- **Nearly 600 new housing units**
 - **Over 200 affordable**
- **New ground-floor retail, restaurants, and office space**
- **New all-suites hotel**
- **New underground, ground-level, and structured parking**
- **New pedestrian and bicycle facilities**
- **\$85 million indirect investment**

Timeline

- **First fill –
November 17, 2014**
- **Ribbon cutting –
November 22, 2017**
- **Private development
ground breaking –
July 12, 2018**

Strong Neighborhood of Play

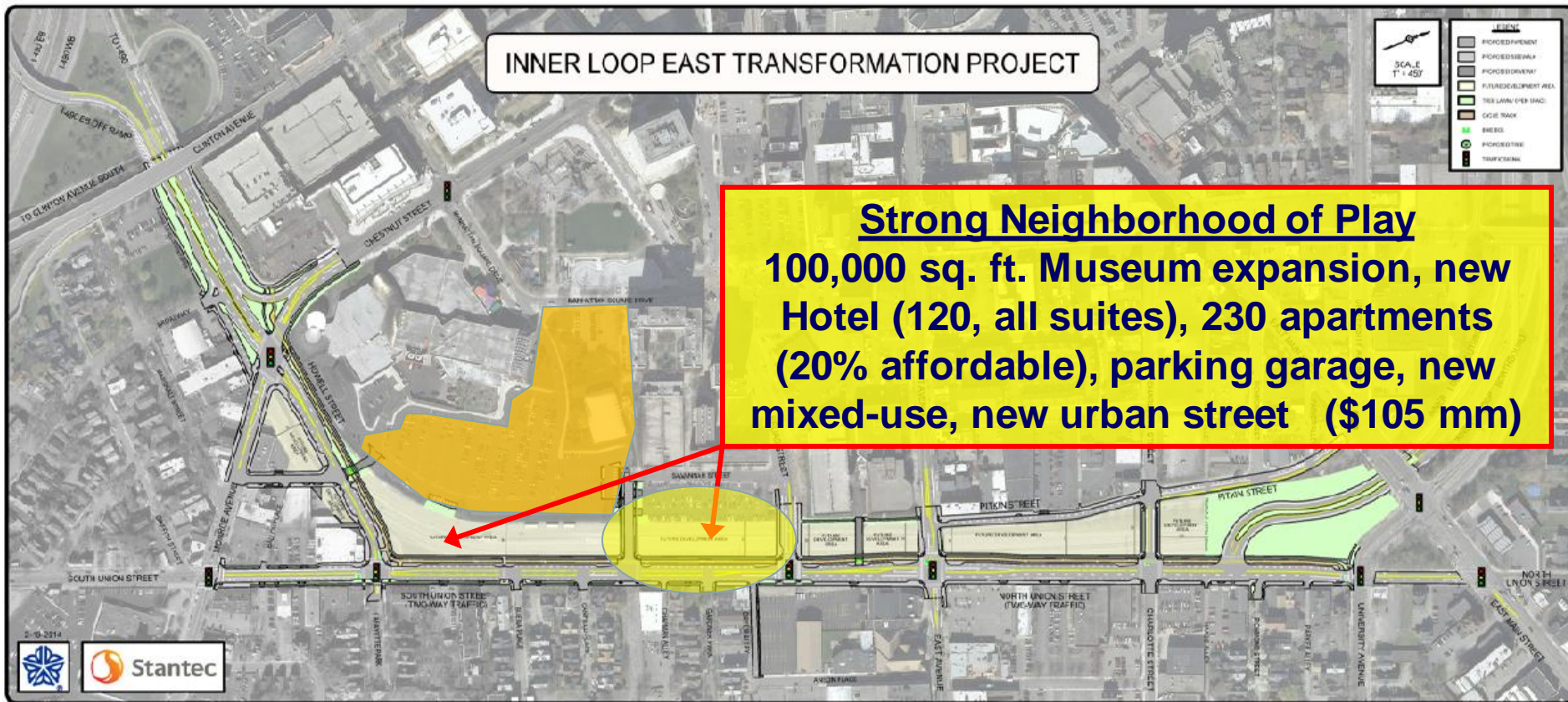


GENESEE TRANSPORTATION COUNCIL



July 1, 2019

Private Development

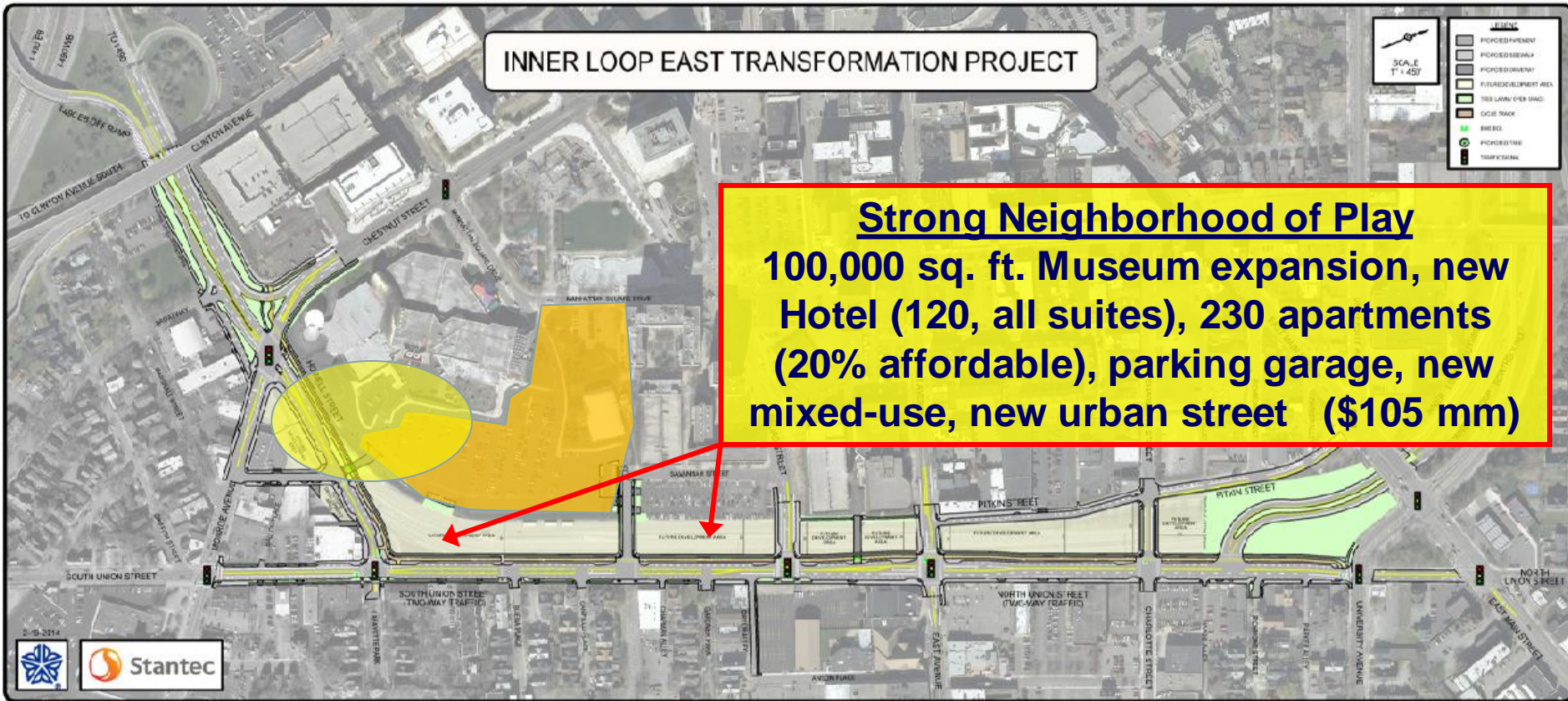


GENESEE TRANSPORTATION COUNCIL



July 1, 2019

Private Development



GENESEE TRANSPORTATION COUNCIL

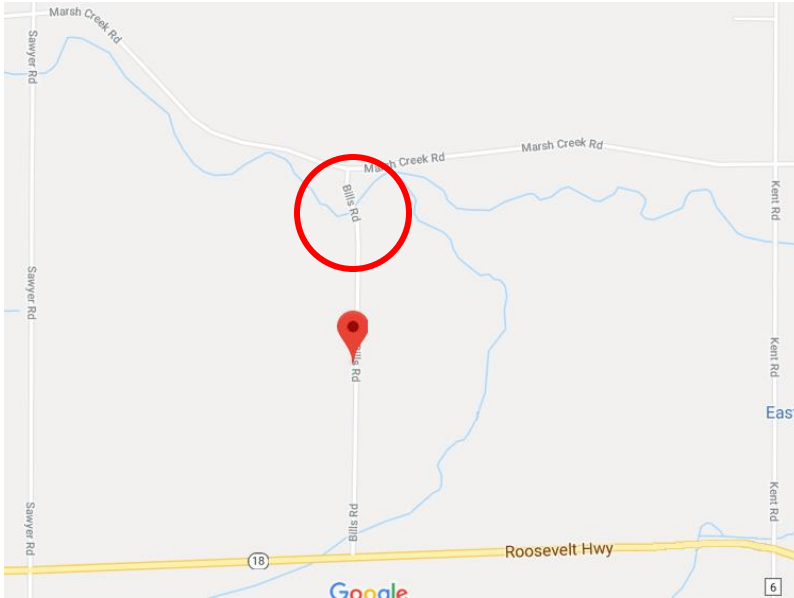


July 1, 2019

Other Opportunities

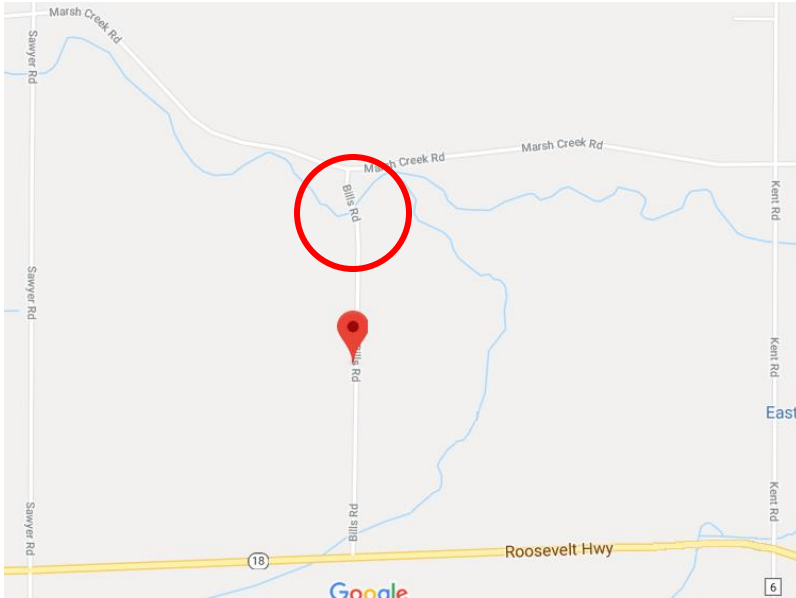
- **Strategic Divestment is not limited to large projects**
- **Inner Loop was not originally pursued as a Strategic Divestment but had the same effect**
- **First Strategic Divestment in our region was a small bridge in a rural area northwest of Rochester**





Bills Road Bridge

- **1-Lane bridge**
- **AADT < 100**
- **2.5 mile detour**
- **Structurally Deficient**
- **End of Useful Life**
- **County applied for TIP funding to replace**
- **Federal aid would require new design**
- **Construction estimated at \$1.6 million**



Bills Road Bridge

- **Project not funded**
- **County conducted comprehensive review of all bridges and culvert (incl. State)**
- **AADT dropped below 50**
- **County came to GTC with a different approach**



3 Bridge project

- **Demolish Bills Road (~ \$100,000)**
- **Rehabilitate two other bridges (~ \$350,000)**
- **Traditional – fix 1 bridge for \$1.6 million**
- **Strategic Divestment – address 3 bridges for \$450,000**

Other Opportunities

- **Strategic Divestment likely has the biggest benefit somewhere in between**
- **Potential UPWP study next fiscal year**



GENESEE TRANSPORTATION COUNCIL



Route 96 over Route 14

- **NYSDOT Region 4 submitted a TIP application**
- **Application withdrawn**
- **Potential for a UPWP study**



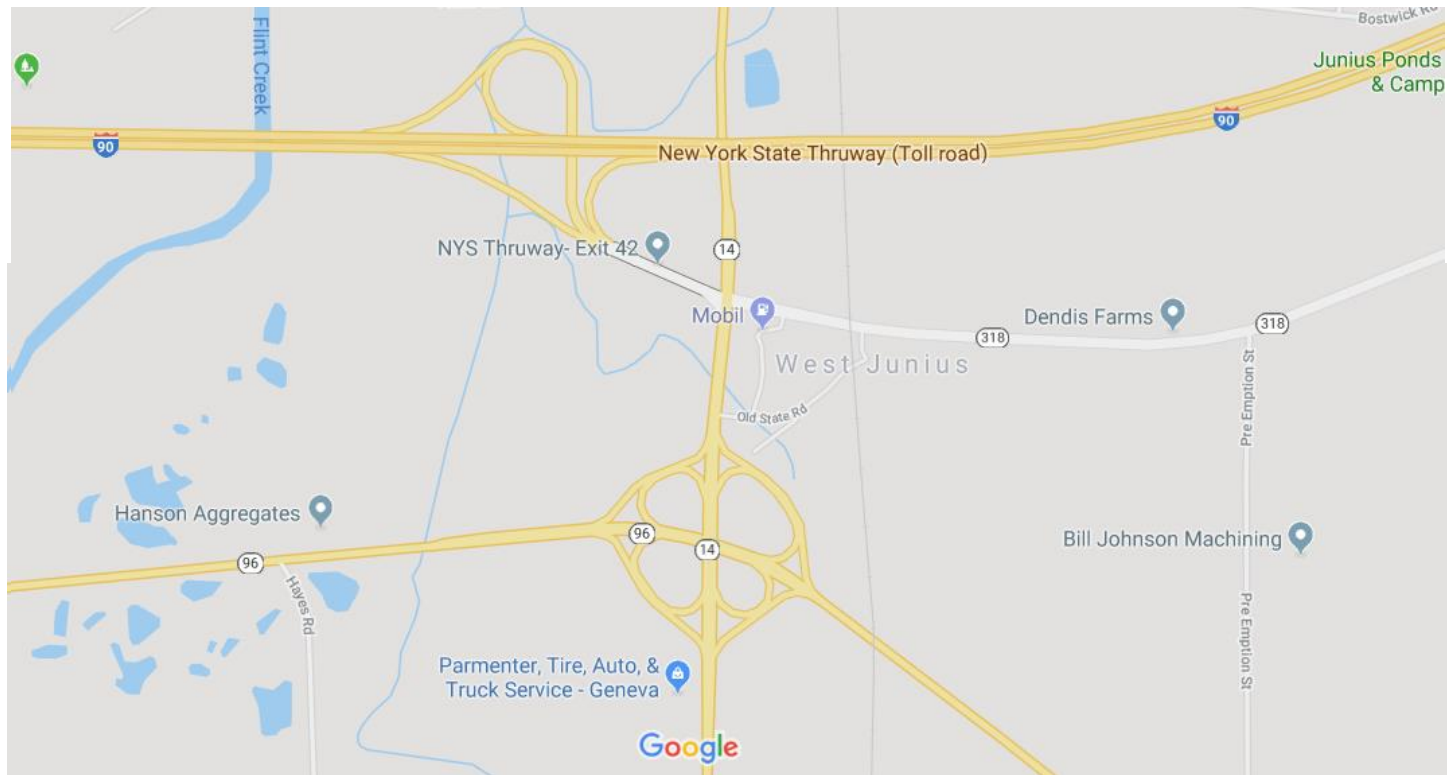
Route 96 over Route 14

- **Bridge inspection indicates need to replace the deck**
- **Looks at only the bridge, not the context**



Route 96 over Route 14 context

- **Grade Separated, full cloverleaf**
- **Proximity to NYSTA**



Route 96 over Route 14

- **Many NYSDOT assets**
 - ❑ **Bridge**
 - ❑ **Main Lines**
 - ❑ **Ramps**
- **Significant O & M costs**
- **All have a limited useful life**



Route 96 over Route 14

➤ **Moderate traffic volumes**



~~Route 96 over Route 14~~

Route 96 @ Route 14?

- **Is an at-grade intersection feasible?**
- **Is it cost-effective?**
- **New development?**



- 5) Buildings provide definition to edge of roadway
- 6) Cohesive pedestrian network between buildings
- 7) Parking setback behind building line
- 8) Coordinated fencing and street trees provide gateway enhancements
- 9) Rear access road between parcels limits vehicle trips on Routes 96 and 14
- 10) Rows of grape vines strengthen gateway to Finger Lakes wine country
- 11) Roundabout improves vehicular circulation, includes iconic feature or element in the center

General Notes:

- Enhanced landscape elements designed around the Finger Lakes wine country theme strengthen gateway status
- Consistent setbacks and building frontages along Route 14
- Pedestrian connections between



Framing the Conversation

Considering that much of this infrastructure was built decades ago, it is incumbent upon us to ask what has changed since the original decisions were made and does that design meet today's conditions and tomorrow's expectations?

Current Federal requirement to develop Asset Management Plans is the perfect opportunity to consider Strategic Divestment as an Asset Management Strategy

Framing the Conversation

The key to rightsizing transportation infrastructure is to understand that this is not change for the sake of change. It is a deliberate exercise to better use our infrastructure to meet current and expected future transportation needs. In areas with aging infrastructure, the typical course of action is to replace the existing features in-kind while meeting current design standards to the extent practical. Considering that much of this infrastructure was built decades ago, it is incumbent upon us to ask what has changed since the original decisions were made and does that design meet today's conditions and tomorrow's expectations?



GENESEE TRANSPORTATION COUNCIL

50 West Main Street-Suite 8112

Rochester, NY 14614

www.gtcmpo.org

 @gtcmpo