Supplemental Report

Portland Waterfront Passenger Transportation Facility

Ocean Gateway Project

Prepared for:

State of Maine Department of Transportation
Augusta, Maine

and the

City of Portland, Maine

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EXECUTIVE SUMMARY

This document supplements the Master Plan dated August 29, 2001 prepared for the City of Portland and Maine Department of Transportation. The Master Plan documents the Ocean Gateway master planning process from September 2000 to April 2001, culminating in acceptance of the preferred alternative plan by the Marine Terminal Building Facilities Committee. The Supplemental Report contained herein documents the development of Phase 1 of project implementation occurring from April through October 2001. Together, these documents outline the process that has brought the Ocean Gateway Master Plan and Phase 1 before the Portland City Council for final approval.

The primary goal for Phase 1 is to provide the necessary infrastructure to support cruise ships and international ferry operations utilizing existing infrastructure as much as practicable. In order to meet this goal, the design criteria established in the Master Plan for certain program elements were reduced, noting that the ability for expansion could be accommodated in future phases, if it became necessary.

PHASE 1 DESIGN CRITERIA

- Two berths – Pier 1 (secondary berth, 1,000 linear feet), Pier 2 (primary berth, 850 linear feet including dolphin) - shared use for ferry and cruise vessels
- Terminal facility at Pier 2 (20,000 square foot minimum) – shared use for ferry and cruise vessels
- Federal inspection and security requirements for piers and terminal
- Warehouse space
- Roll-on/roll-off access for vehicles and provisioning of international ferry
- Service vehicle access to vessel for fueling, water, solid waste, stores
- Emergency vehicle access to vessel and terminal
- Pedestrian access to downtown
- Intermodal (motor coach, METRO, taxi) connections for ferry and cruise passenger pick-up and drop-off - shared use of international ferry queuing area and PDOT zone for Pier 1
- Queuing areas for international ferry
    - 200 vehicle equivalents or 45,000 square feet (minimum) each, held concurrently
    - Federal inspection and security requirements for inbound vehicles
- Parking (at-grade)
    - Marine facilities employees – 10-20 spaces (within PDOT Zone)
    - Federal employees – 15 spaces (within PDOT Zone)
    - Short term and visitor – 14 spaces (within PDOT Zone, Pier 2 intermodal area)
    - Long term passenger – 300 spaces (upland)
    - Island resident – 150-200 spaces (upland)
    - Existing tenant – 80 spaces (upland)
    - Public use (Trail, Narrow Gauge Railroad) – 25 spaces, minimum (upland)

Preferred Phase 1 Concept

The Marine Passenger Terminal Building Facilities Committee voted to conditionally accept Concept 7 as the preferred concept for Phase 1 implementation of the Ocean Gateway project. This concept was accepted with the condition that concerns regarding anticipated traffic issues, parking for island residents, and management of pedestrians be adequately addressed prior to proceeding with implementation. Adoption of this concept brings forward an integrated approach toward phased implementation of the long term plan desired by the Master Planning Committee for the east end of the City's waterfront.

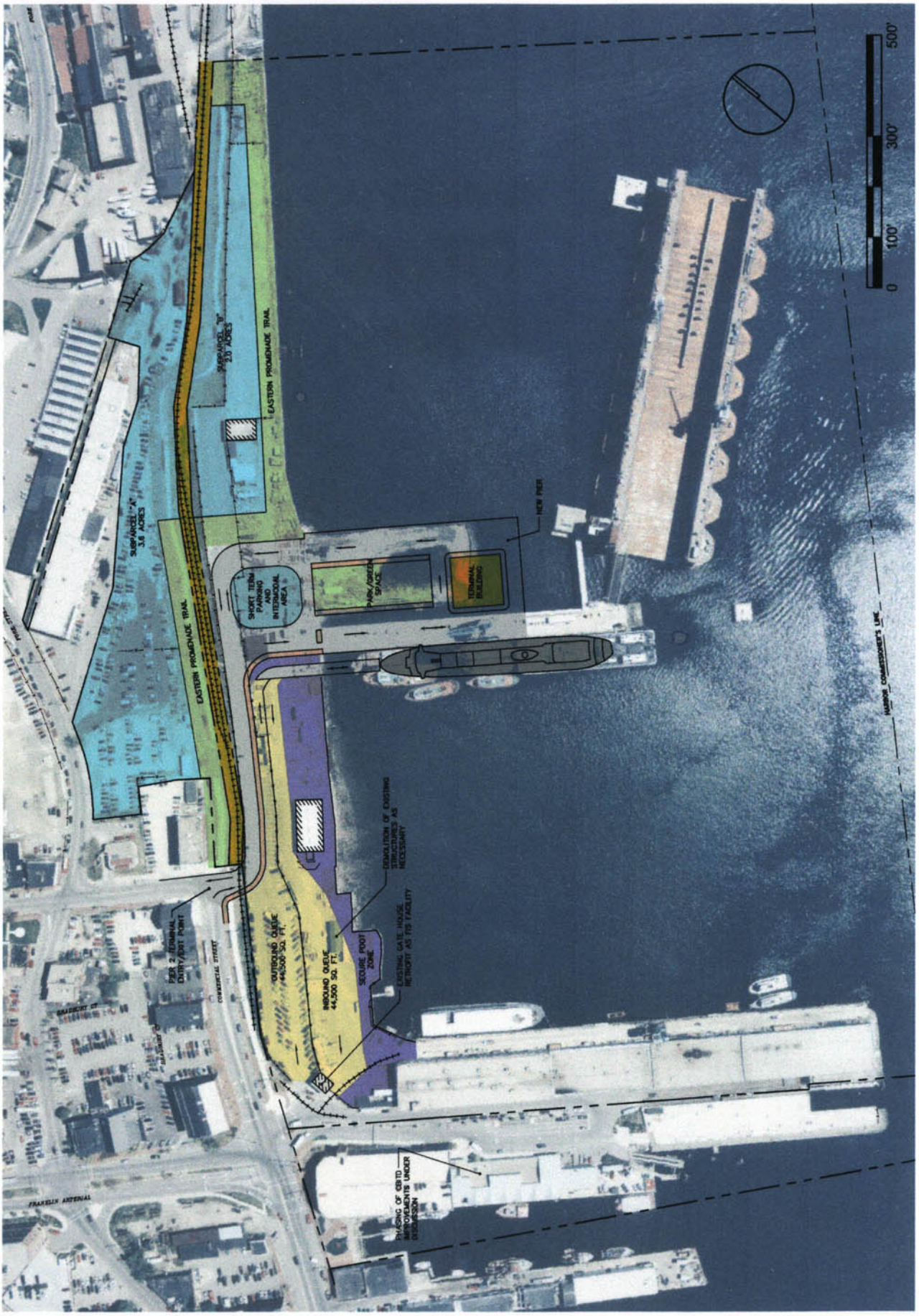

Figure ES-1

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PHASE 1 - PRELIMINARY CONCEPT 7

1.0 INTRODUCTION

This document supplements the Ocean Gateway Master Plan dated August 29, 2001 prepared for the City of Portland and Maine Department of Transportation. The Master Plan documents the Ocean Gateway project from its inception in September 2000 to acceptance of the preferred alternative by the Marine Terminal Building Facilities Committee (Facilities Committee) in April 2001. The Supplemental Report contained herein documents the development of Phase 1 concepts for project implementation, occurring from April through October 2001. Together, these documents outline the process that has brought the Master Plan and Phase 1 before the Portland City Council for final approval.

The preferred alternative contained in the Master Plan represents a 20-year build-out of the site as a multi-use intermodal transportation facility primarily for marine passenger operations. The plan also addresses open space and public access along the City's waterfront and identifies available space for potential development in accordance with the desires of the community. The plan was developed within the parameters of current zoning ordinances and within City-owned property.

The Ocean Gateway Master Plan was developed within a public process that occurred concurrently with the City's planning effort for the easterly portion of the Portland waterfront led by the Waterfront Development and Master Planning Committee (Master Planning Committee). The planning efforts have been inextricably linked, as the Ocean Gateway site is part of the study area under consideration. As the planning process evolved, it became clear that the emphasis for the Ocean Gateway project should be placed on the waterside with a focus on marine passenger transportation facilities. The landside would remain flexible to complement the outcome of the Master Planning Committee's planning effort. In fact, acceptance of the preferred alternative plan by the Facilities Committee in April 2001 was conditional, with acceptance of only the waterside components. The landside portion was left to decisions of the Master Planning Committee addressing issues of zoning changes, future land use, and compatibility.

2.0 BACKGROUND

The Master Plan outlines a 20-year build-out with suggested phasing formulated to occur in three or more phases, as funding for the Ocean Gateway project becomes available. The phases were indicated as Phase 1, Phase 2, and Future, with funding for the first two phases on the order of $20 million each. Phase 1 was conceptually outlined as indicated below.

- Demolition of Existing Structures, as needed
- Pier 2 Initial Expansion
- Pier 2 Terminal Facility
- Site Infrastructure Improvements/Modifications
- Casco Bay Island Transit District Terminal Expansion/Improvements
- Public Open Space
- Public Art

Phase 1 was further divided into Phase 1A and Phase 1B, as noted below, due to the availability of funding and to reduce construction related disruptions. The need for the Ocean Gateway site to become financially viable and generate a revenue stream also played a factor in this decision.

Phase 1A

- Demolition of Existing Structures, as needed
- Rehabilitation of existing Pier 2 (fendering systems)
- Pier 2 Initial Expansion
- Pier 2 Terminal Facility
- Site infrastructure –utilities, pavement resurfacing, new pavement
- Traffic intersection modifications, signal work, and signage
- Public Open Space
- Public Art

Phase 1B

- Partial Demolition of North Transit Shed
- Casco Bay Island Transit District Terminal Expansion/Improvements
- Traffic circulation, signal work, and signage

Phase 1B, which incorporates improvements and expansion modifications to the Casco Bay Island Transit District facility, will be funded from federal funds obtained from the Federal Transit Administration. These funds are available in $2 million increments and have been applied for separately by the Portland Department of Transportation. It is anticipated that permitting and design for Phase 1B will begin once funding becomes available. The public process involved in acceptance of these improvements is outlined at the end of this report.

3.0 PHASE 1 CONCEPT DEVELOPMENT

In April 2001, the Ocean Gateway project team was asked to further define the components of Phase 1 in a conceptual plan focusing the effort on the waterside infrastructure and including only the land area needed for marine passenger operations. Additionally, the team was asked to support efforts to integrate the Facilities Committee's Phase 1 plan with the planning effort of the Mater Planning Committee and to assist the public process regarding improvements and modifications to the Casco Bay Island Transit District facilities.

As outlined in the Master Plan, the goal for Phase 1 targets completion of a pier structure and terminal facility for ferry and cruise vessels. Development to the upland portion of the site will be minimized, capitalizing on the use of the existing site features such as pavement, fencing, and utilities. This will enable the site's use to remain flexible to support marine passenger operations and allow for integration with decisions made by the Master Planning Committee. The following parameters were established to support this goal:

- Functionality to support cruise ships and international ferry operations and other deepwater marine uses
- Fit within the available funding
- Maximize the use of existing site features
- Flexibility
- Minimal disruption to Casco Bay Island Transit District operations, adjacent community, and existing public uses

3.1 Phase 1 Design Criteria

- Two berths – Pier 1 (secondary berth, 1,000 linear feet), Pier 2 (primary berth, 850 linear feet including dolphin) - shared use for ferry and cruise vessels
- Terminal facility at Pier 2 (20,000 square foot minimum, two stories) – shared use for ferry and cruise vessels
- Federal security requirements for piers and terminal
- Warehouse space
- Roll-on/roll-off access for vehicles and provisioning of international ferry
- Service vehicle access to vessel for fueling, water, solid waste, stores
- Emergency vehicle access to vessel and terminal
- Pedestrian access to downtown
- Intermodal (motor coach, METRO, taxi) connections for ferry and cruise passenger pick-up and drop-off - shared use with international ferry queuing and PDOT Zone
- Queuing areas for international ferry
    - 200 vehicle equivalents or 45,000 square feet (minimum) each to be held concurrently
    - Federal inspection (U.S. Customs, Immigration and Naturalization Service) security requirements for inbound vehicles (and potentially outbound vehicles)
- Parking at-grade
    - Marine facilities employees – 10-20 spaces (within PDOT Zone)
    - Federal employees – 15 spaces (within PDOT Zone)
    - Short term and visitor – 14 spaces (within PDOT Zone, Pier 2 intermodal area)
    - Long term passenger – 300 spaces (upland)
    - Island resident – 150-200 spaces (upland)
    - Existing tenant (AutoEurope) – 80 spaces (upland)
    - Public use (Trail, Narrow Gauge Railroad) – 25 spaces, minimum (upland)

Based on the design criteria, three preliminary concepts were initially developed for Phase 1 implementation. These concepts were later refined and other concepts developed based on discussions and feedback received throughout the process.

3.2 Concept 1

Concept 1, depicted in Figure 1, includes an expanded pier structure and terminal facility located on Pier 2 to support ferry and cruise vessels. The expanded pier structure is needed to support the terminal facility and provide for traffic circulation. Vehicle access to the terminal facility for passenger pick-up and drop-off as well as service and emergency vehicle access to both the vessels and terminal must be accommodated. Ferry and cruise passengers will exit from the vessel directly into the terminal facility, where they will be cleared through U.S. Customs (as necessary) and introduced to the City of Portland. Passengers exiting from the terminal will walk into the downtown area, pick up their vehicle, or be picked up by motor coach, METRO bus, or taxi shuttle. A park area in the center of the pier is indicated as green space. The park is located over the shorezone containment area, which was closed with a soil cap under the Department of Environmental Protection voluntary remedial action plan (VRAP). The park provides additional open space and serves as a focal point for the site. Queuing areas for the international ferry are located between Piers 1 and 2. Vehicles disembarking from the ferry will stage in the inbound

queue area, where they will wait to be cleared through U.S. Customs. Vehicles waiting to board the ferry will be staged in the outbound queue area located to the south. The PDOT Zone, located along the waterfront, will be used to support a variety of marine operations including an intermodal area for passenger pick-up and drop-off for cruise ships berthed at Pier 1; marine facilities employee parking; access for provisioning of vessels berthed at Piers 1 and 2; and other marine operational needs. In Concept 1, the outbound queue area will also be used as an intermodal area for passenger pick-up and drop-off when cruise ships are berthed at Pier 1. Security required by federal regulations for passenger and vessel safety will be maintained utilizing the PDOT Zone and the queue areas when a vessel is berthed at Pier 1. Existing structures will be salvaged as much as possible and as needed. For instance, the Gatehouse could be retrofit as a Visitor's Center or used for U.S. Customs facilities for vehicle inspections and processing. Warehousing for the international ferry will be in the Shed Building requiring the use of the PDOT Zone for unimpeded access between the two piers.

Traffic circulation patterns in Phase 1 are internal circulation roadways. Access to Pier 2 and the terminal facility is gained from the intersection of Commercial and India Streets. An intermodal area for staging of motor coaches, tour buses, METRO buses, and taxis is located at the head of the pier. Access to the uplands area, which will be used for at-grade parking in Phase 1, are also gained from this intersection and from the existing access off Fore Street. Access to the queuing areas and to the PDOT zone is gained through the intersection of Commercial and Franklin Streets.

The Eastern Promenade Trail will be relocated to the water's edge along the easterly portion of the site and reconnect with the existing trail in the center portion of the site. The Narrow Gauge Railroad will remain in its current location.

Advantages and disadvantages of Concept 1 are indicated below.

Advantages

- Consolidation of marine operations
- Secure throat is within PDOT Zone
- Pedestrian access to downtown
- Relocation of Trail to waterfront
- Minimal disruption to existing site features and public uses
- Consolidated upland area

Disadvantages

- Commercial and Franklin Street intersection considerations
- Requires demolition of existing buildings

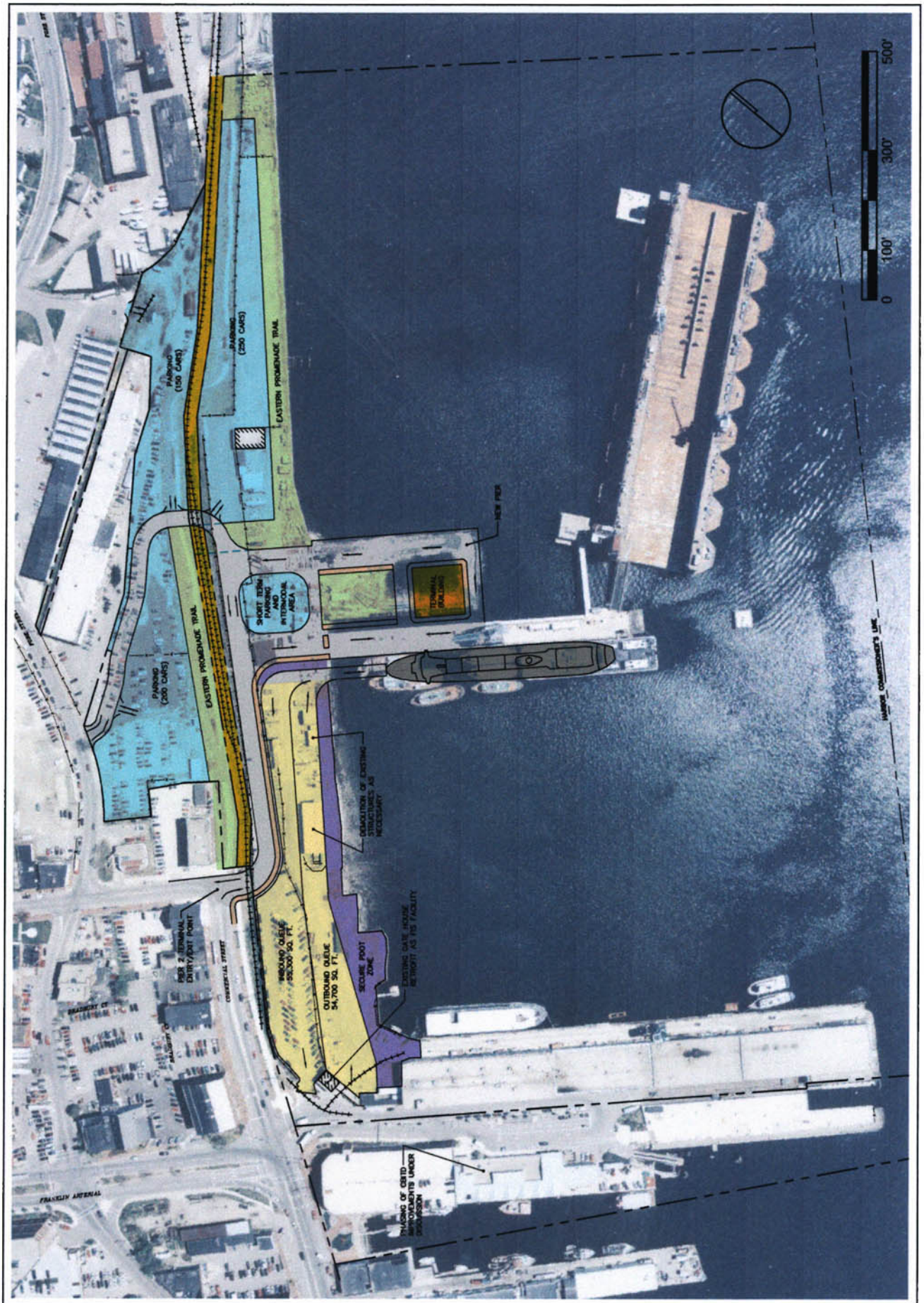

Figure 1

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PHASE 1 - PRELIMINARY CONCEPT 1

3.3 CONCEPT 2

Similar to Concept 1, Concept 2, depicted as Figure 2, includes an expanded pier structure at Pier 2, a terminal facility to support ferry and cruise ship operations, and a park area. Queuing areas for the international ferry are located to the east of Pier 2 and between Piers 1 and 2. Vehicles waiting to embark will stage in the outbound queue area located on the eastern portion of the site. Disembarking vehicles will stage in the inbound queue area located between Piers 1 and 2, where they will wait to be cleared through U.S. Customs. The inbound queue will also be used for an intermodal area when cruise ships are berthed at Pier 1. The PDOT Zone will be used to support a variety of marine operations including an intermodal area for passenger pick-up and drop-off when cruise ships are berthed at Pier 1; marine facilities employee parking; and unimpeded access between Piers 1 and 2 for provisioning and servicing of ships. Security required by federal regulations for passenger and vessel safety will be maintained utilizing the PDOT Zone and the inbound queue area when a vessel is berthed at Pier 1. Existing structures within this area, primarily the Boiler Building, will be used for warehousing of stores needed by the international ferry. Other existing buildings on the site such as the Gatehouse and the Paint Building will be salvaged as practicable. For instance, the Gatehouse located on the westerly side of the site can be retrofit as a Visitor's Center or for a U.S. Customs facility for vehicle inspections and processing.

Access to Pier 2 and the terminal facility are gained from the intersection of Commercial and India Streets via an internal circulation roadway. An intermodal area for staging of motor coaches, tour buses, METRO buses, and taxis for Pier 2 is located north of the pier. Access to the outbound queue and upland area, to be used for at-grade parking, is also gained from this roadway. Vehicles embarking onto the Scotia Prince will share the access road to the pier and terminal facility. Vehicles disembarking from the international ferry will exit from U.S. Customs through the intersection of Commercial and Franklin Streets. Parking for island residents will be located between Piers 1 and 2, adjacent to Commercial Street. Access to this area will be gained from the access road to Pier 2.

The Eastern Promenade Trail is relocated to the water's edge along the easterly portion of the site and reconnects with the existing trail in the center of the site. Impacts to the Trail include two roadway crossings, one of which includes vehicles exiting the outbound queue area and boarding the international ferry. This impact is similar to the "secure throat" issue resulting from the need to maintain security for vehicles disembarking from the international ferry until they are cleared by U.S. Customs. Since this impact effectively eliminates use of this portion of the Trail while vehicles board the vessel, generally between 8 pm and 9 pm, an alternate trail is located further to the east. The Narrow Gauge Railroad will remain in its current location.

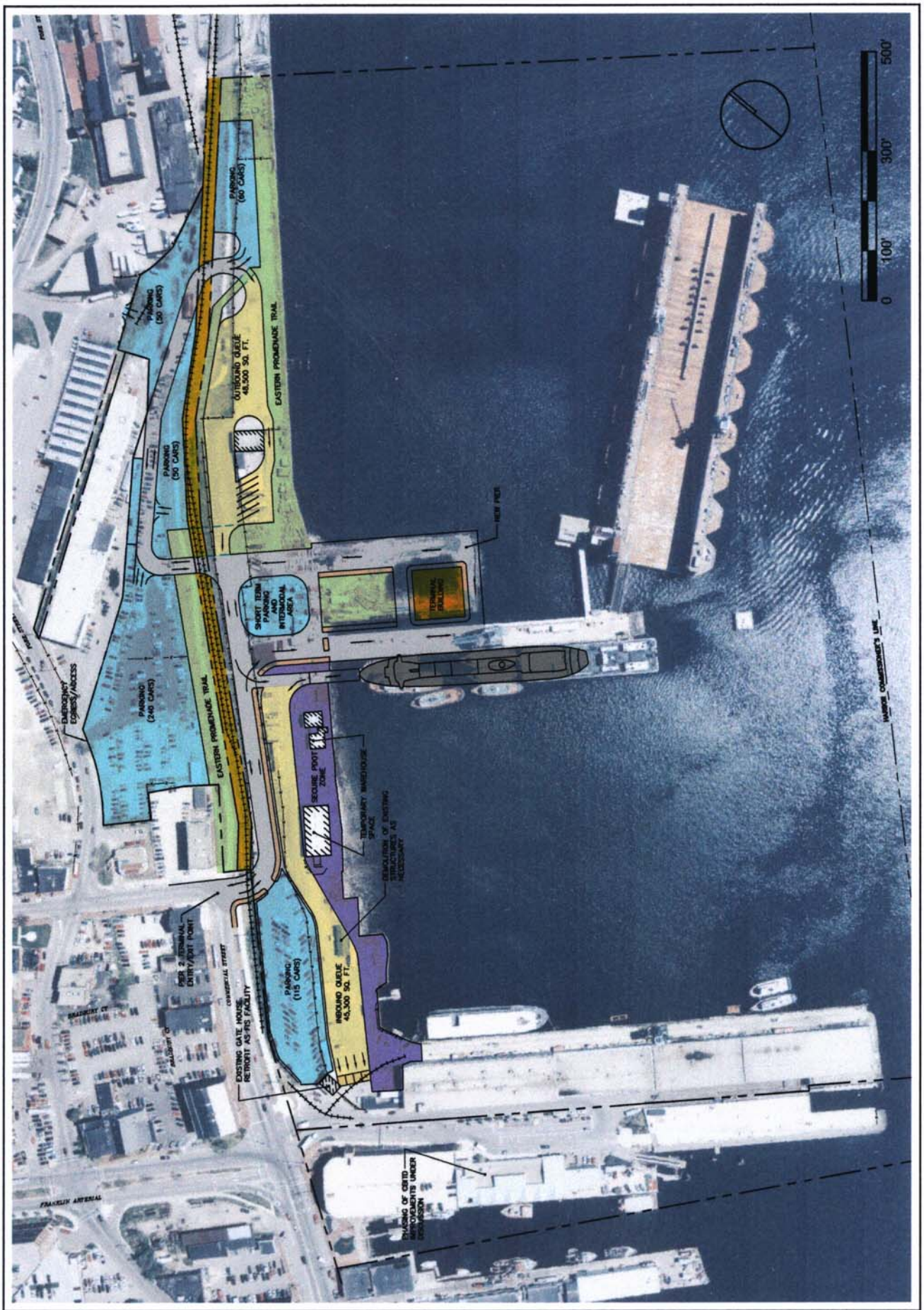

Figure 2

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PHASE 1 - PRELIMINARY CONCEPT 2

Advantages and disadvantages of Concept 2 are indicated below.

Advantages

- Passenger access to downtown
- Relocation of Trail to waterfront
- Islander parking proximate to Casco Bay Island Transit District terminal
- Utilization of existing buildings

Disadvantages

- Non-segregated traffic pattern – impacts resulting from embarking vehicles
- Trail impacts

3.4 Concept 3

Similar to Concepts 1 and 2, Concept 3, depicted as Figure 3, includes an expanded pier structure at Pier 2 and a terminal facility to support ferry and cruise ship operations. An expanded pier structure is created to accommodate a larger intermodal area at the head of Pier 2. This intermodal area is sized to accommodate short term and visitor parking as well as staging of motor coaches and tour buses, METRO buses and taxis. Queuing areas for the international ferry are located east of the pier and between Piers 1 and 2. Vehicles waiting to embark will stage in the outbound queue area. Disembarking vehicles will stage in the inbound queue area, where they will wait to be cleared through U.S. Customs. A portion of the inbound queue area will also be used for an intermodal area when cruise ships are berthed at Pier 1. The PDOT Zone will be used to support a variety of marine operations similar to Concepts 1 and 2. The secure area required by federal regulations will include the area between Piers 1 and 2, with the exception of the area identified for parking. Many of the existing structures on the site will be demolished, with the exception of the Gatehouse. The Gatehouse will be retrofit as a Visitor's Center. Warehousing of stores needed by the international ferry will be in the Shed Building. A new facility for U.S. Customs for vehicle inspections and processing is proposed.

Access to Pier 2 and the terminal facility are gained from the intersection of Commercial and India Streets via an internal circulation roadway. Access to the uplands area, used for at-grade parking in Phase 1, and the outbound queue area is also gained from this roadway. Vehicles disembarking the ferry will pass through U.S. Customs and exit the site via the intersection of Commercial and India Streets. Parking for island residents will be located between Pier 1 and Pier 2, adjacent to Commercial Street. Access to this parking area will be gained from Commercial Street or from the roadway access to Pier 2.

The Eastern Promenade Trail will be relocated to the water's edge along the easterly portion of the site, terminating at a focal point. An alternate trail provides uninterrupted access along the north side of the access road. The Narrow Gauge Railroad will remain in its current location.

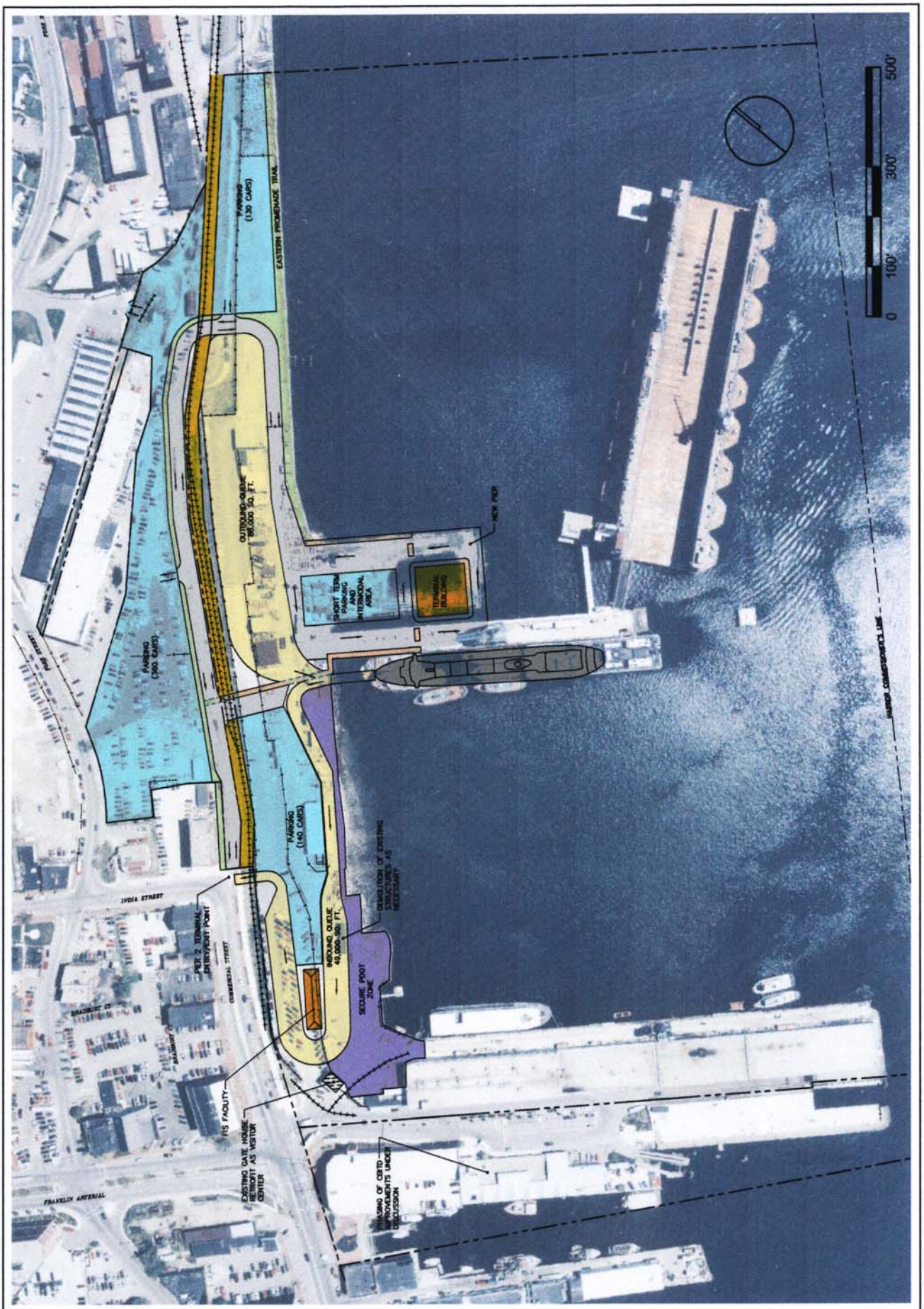

Figure 3

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PHASE 1 - PRELIMINARY CONCEPT 3

Advantages and disadvantages of Concept 3 are indicated below.

Advantages

- Traffic circulation patterns - distributes traffic evenly, allows for flexibility
- Relocation of Trail to waterfront
- Islander parking proximate to Casco Bay Island Transit District terminal

Disadvantages

- Limited area south of One India Street to accommodate access road, Trail, and Narrow Gauge Railroad
- Demolition of existing buildings required
- Alternate trail as sidewalk adjacent to access road undesirable
- Pedestrian access/queuing considerations for international ferry patrons
- Cost not within available funding

These three concepts were presented to the Facilities Committee at their meeting on June 14, 2001. Feedback received indicated that each concept had its own set of challenges. Specific concerns were raised with Concept 1 due to the potential for vehicles entering the queuing area at the last minute to impact the Commercial and Franklin Street intersection. The primary concern is that many vehicles arrive within the last hour prior to boarding the Scotia Prince. The vehicles must be processed as they enter the queue area, causing delays and requiring a staging area for the vehicles. Concept 1 lacks the flexibility of the other two concepts in that it does not have the capacity to handle these vehicles and will require a more detailed look at traffic patterns. Concept 2 creates congestion and possible confusion due to the non-segregated traffic patterns to the pier and terminal and vehicles boarding the international ferry. The Trail is also significantly impacted in this concept. The challenge of Concept 3 is the limited area located south of One India Street and the desire to extend the roadway easterly from Commercial Street accommodating the road, Trail, and Narrow Gauge Railroad corridors. Direction received at this meeting was to obtain additional input, refine the concepts, and develop costs for the next meeting in July.

The three concepts were also presented to the Master Planning Committee at their meeting on July 9, 2001. Concerns raised at this meeting included the proximity of parking and the ease of pedestrian access from the parking area to the Casco Bay Island Transit District terminal by island residents. Relocation of the Trail along the water's edge on the eastern portion of the site was well received. There were many concerns raised regarding potential impacts to the area as a result of increased traffic. The need to fully understand traffic flow and the existing capacity of the intersections in the area was strongly voiced. Based on the input received, additional concepts were developed. Additional work to develop concept level budget estimates for the three Phase 1 concepts was also performed to ensure that the concepts fit within the available funding.

3.5 Concepts 4, 5, and 6

Using Concept 3 as a basis, Concept 4, depicted as Figure 4, was developed to refine the queue areas, reducing the inbound and outbound queue areas to match the footprint at their existing facility (on the order of 45,000 square feet each). Phase 1 criteria held the Scotia Prince

operational criteria for parking and queuing to match those at their existing facility, with expansion capability to handle potential growth in future phases.

Concept 5, depicted as Figure 5, was developed as a further refinement. This concept capitalizes on the advantages of traffic circulation and addresses the desire expressed by island residents for parking within proximity to the Casco Bay Island Transit District terminal. Additionally, the intermodal area on Pier 2 was reduced in size and a park area created in the center. The inbound queue remains located between Piers 1 and 2, however, the exit for the vehicles is via the intersection of Commercial and Franklin Streets. Parking for island residents is also included in this area. The PDOT Zone for marine operations remains along the waterfront between Piers 1 and 2. The existing Boiler Building would be retained for use as warehousing for the international ferry. Upon review of this concept, it was noted that a significant disadvantage was the inability to utilize the PDOT zone as an intermodal area while a cruise ship is berthed at Pier 1. The PDOT zone cannot accommodate turnaround or passage of motor coaches, tour buses and the like due to the location of islander parking and the inability of the seawall/bulkhead to handle traffic loading without improvements. The improvements needed to handle the additional loading would have a significant cost impact to Phase 1.

Concept 6, depicted as Figure 6, was developed to relocate islander parking to the north, adjacent to Commercial Street. The inbound queue area was relocated to the south, adjacent to the PDOT Zone allowing for shared use as an intermodal area. All other components remain as indicated in Concept 5.

Advantages and disadvantages of Concept 6 are outlined below.

Advantages

- Traffic circulation patterns - distributes traffic evenly, allows for flexibility
- Multiple access to the site
- Islander parking proximate to Casco Bay Island Transit District terminal
- Relocation of Trail to waterfront
- Utilization of existing buildings
- Aligns with Master Planning Committee concept to extend Commercial Street easterly
- Flexibility to accommodate changes or growth of marine uses

Disadvantages

- Limited area south of One India Street to accommodate access road, Trail, and Narrow Gauge Railroad
- Fragmented upland area and associated impacts to existing uses
- Pedestrian access/queuing considerations

Concept 6 and associated cost information were presented to the Facilities Committee at their meeting on August 9, 2001. Feedback from the Committee indicated that the cost appeared to be in the range of the funding available to implement Phase 1. A concern was voiced regarding international ferry patron access to long term parking and impacts caused by the location of the outbound queue area. It was agreed that this issue could be addressed using shuttles from the terminal to the designated parking area or by designating parking for Scotia Prince patrons to the east, thereby eliminating the need to cross this area. All agreed that it appeared that Concept 6 was a workable solution from a marine operations perspective. It was requested that the dialogue

with the Master Planning Committee continue so that the Phase 1 plan could be integrated with their efforts to create a long term master plan.

Concept 7, depicted as Figure 7, grew out of a need to integrate the Facilities Committee plans for Phase 1 with the City's larger master planning effort. Periodic updates and presentations of both the Master Plan and the Phase 1 plans of the Facilities Committee have been presented to the Master Planning Committee. Phase 1 concepts were developed to integrate with the Master Planning Committee's plans to extend Commercial Street to the east. Concept 6 addressed this desire laying the groundwork for a future extension. A desire to address a second concept of extending Commercial Street more southerly toward the waterfront was expressed in order to maximize the opportunities brought forward by private interests. Concept 7 was developed to fit within a long term plan that includes an extension of Commercial Street along the waterfront, as requested by the Master Planning Committee.

Concept 7 is largely based on Concept 1, with the exception of the access roadway through the upland area. Concept 7 minimizes the queuing areas located between Piers 1 and 2 as much as possible, thereby creating the opportunity to salvage the existing Boiler Building for use as warehouse space. Advantages and disadvantages of Concept 7 are outlined below.

Advantages

- Consolidation of marine operations
- Secure throat within PDOT Zone
- Pedestrian access to downtown
- Relocation of Trail to waterfront
- Minimal disruption to existing site features and public uses
- Consolidated upland area

Disadvantages

- Commercial and Franklin Street intersection considerations
- Limited flexibility for future marine operations

Land uses were also examined for both Concepts 6 and 7 and are presented below.

Land Utilization of Phase 1

	Concept 6 (acres)	**Concept 7 (acres)**
Pier 2 (includes existing pier)	2.0	2.0
Roadways and Intermodal Areas	2.0	1.5
Scotia Prince Queuing/Staging	2.3	2.3
Green Space	1.5	2.5
Maine Narrow Gauge Railroad	0.7	1.0
PDOT Zone	1.4	1.2
Pier 1	3.5	3.5
Property between Marino/Farley Buildings	0.2	0.2
Upland Areas	5.9	5.6

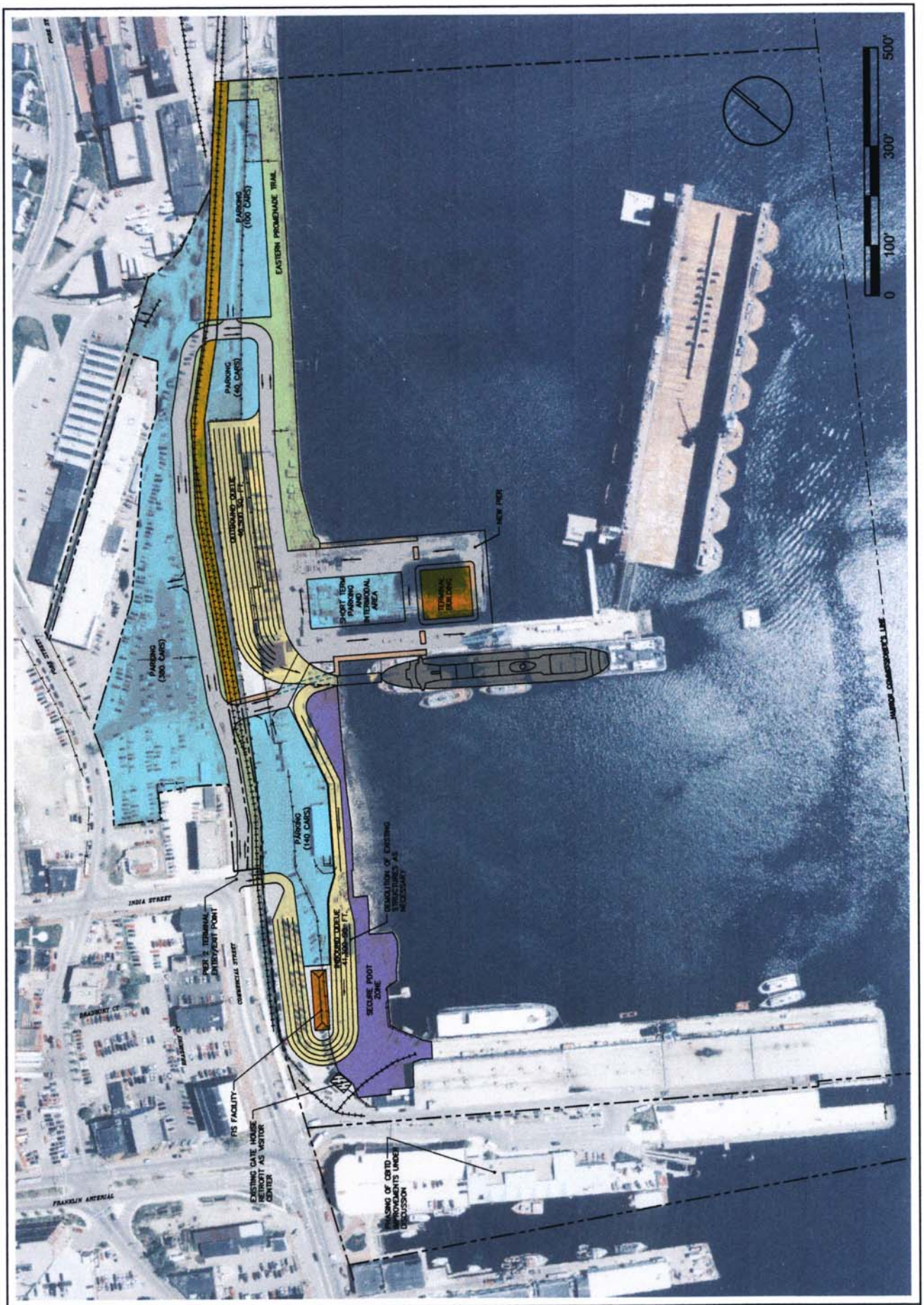

Figure 4

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PHASE 1 - PRELIMINARY CONCEPT 4

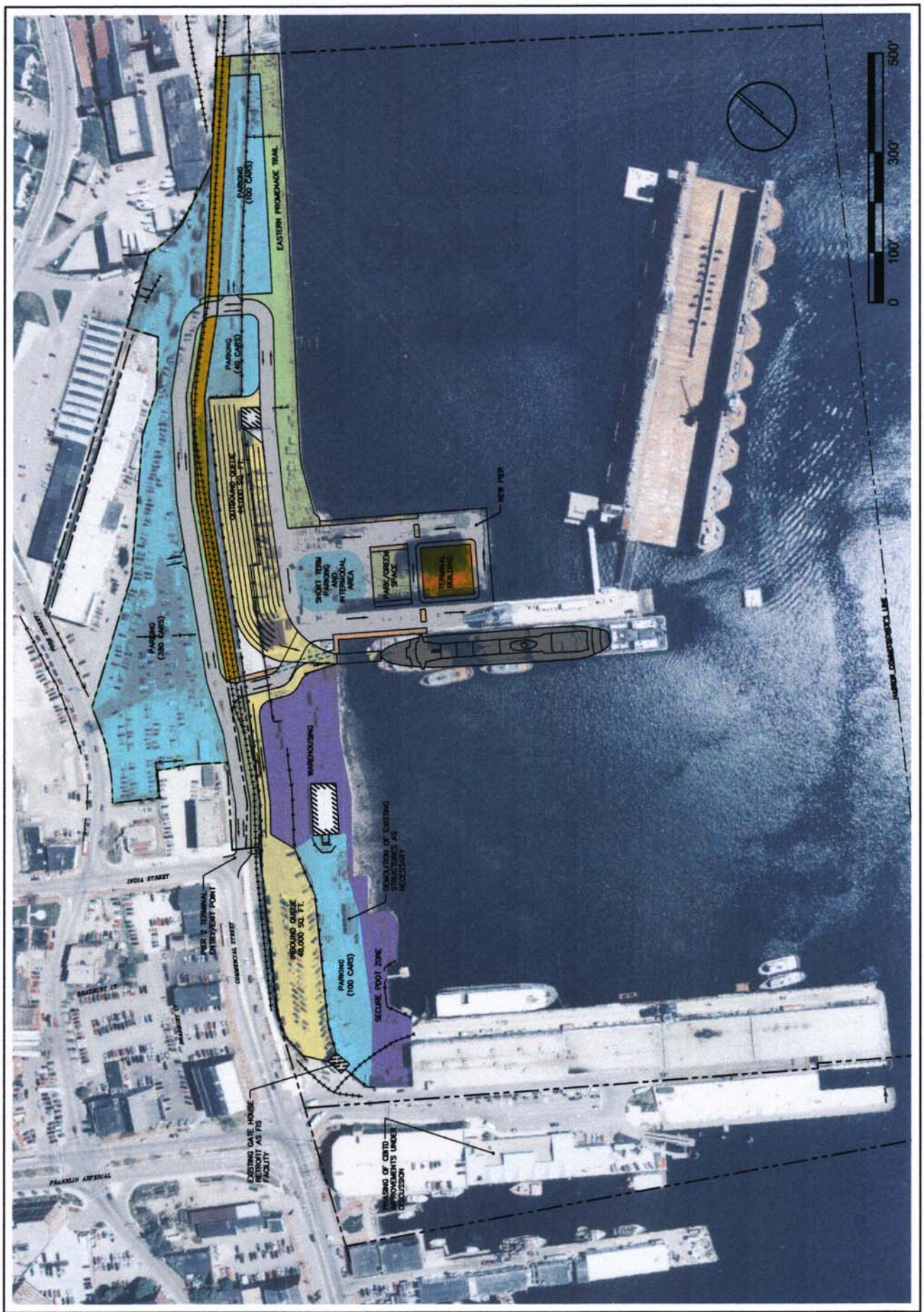

Figure 5

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PHASE 1 - PRELIMINARY CONCEPT 5

Figure 6

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PHASE 1 - PRELIMINARY CONCEPT 6

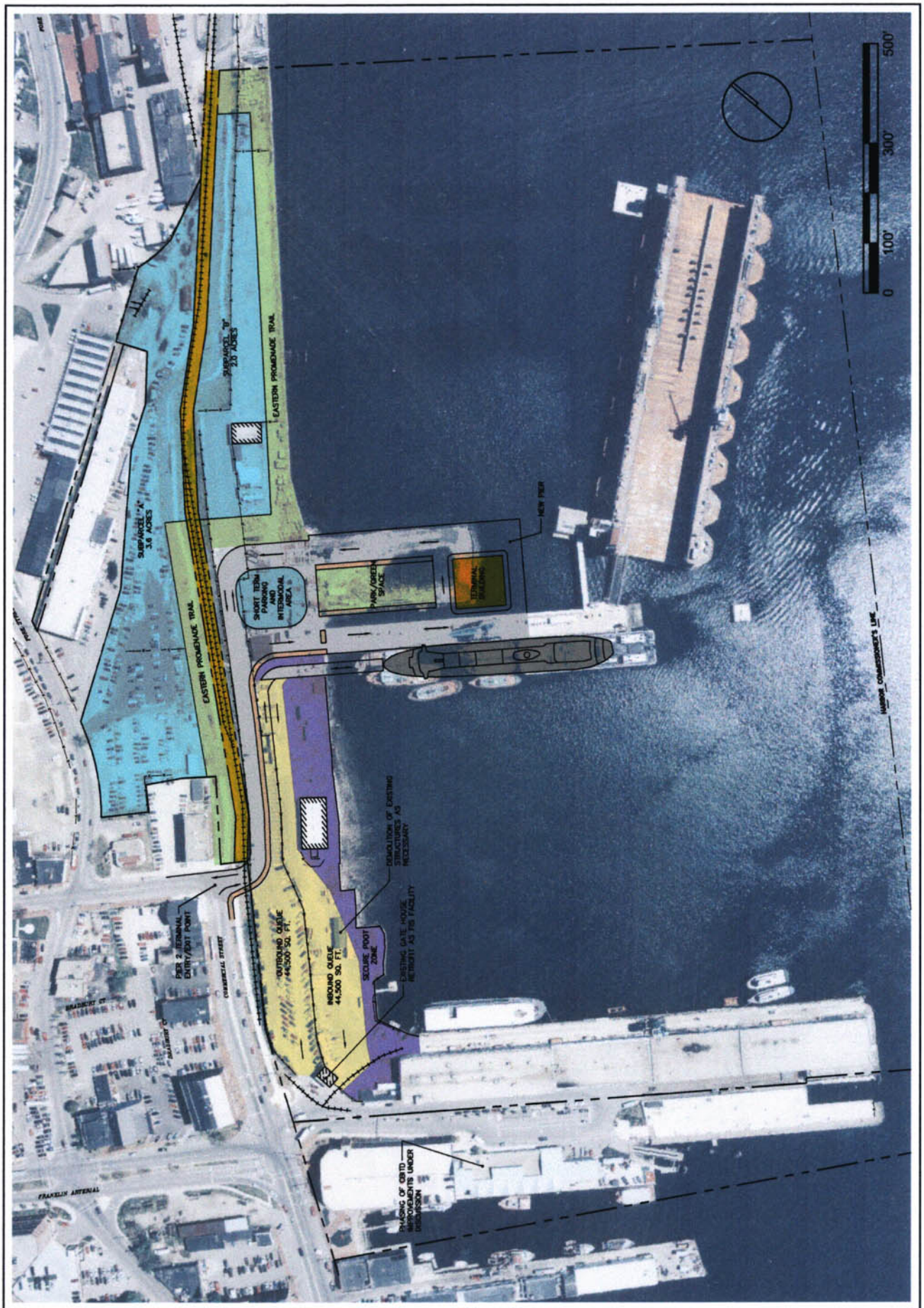

Figure 7

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PARSONS BRINCKERHOFF
STEPHEN BLATT ARCHITECTS
PERATROVICH, NOTTINGHAM, & DRAGE

OCEAN GATEWAY-PORTLAND, MAINE

PHASE 1 - PRELIMINARY CONCEPT 7

The total land use of Phase 1 is approximately 19.5 acres. The remainder of the total 24-acre City-owned property consists of the Casco Bay Island Transit District facility on Pier 1. As indicated above, the land uses for each of the concepts is fairly similar, however, the distribution and layout of the space differs.

Concepts 6 and 7, along with the goals and design criteria for Phase 1, were presented to the Master Planning Committee at meetings held on August 27 and September 10, 2001. Lengthy discussions were held at these meetings regarding the potential impacts, primarily as a result of increased traffic, and master planning implications. The City of Portland traffic engineer, Larry Ash, and the Master Planning Committee traffic consultant, Tom Errico of Wilbur-Smith, were asked to comment on potential traffic impacts of both concepts. Both agreed that each concept was workable with respect to traffic issues, and that the approach taken to obtain more detailed information and perform additional analysis upon selection of a Phase 1 concept was reasonable. The Master Planning Committee was asked for a preference and voted by a margin of 10 to 7 for Concept 6 as the preferred concept. Members voting for this concept voiced a preference for retaining significant upland acreage with direct waterfront access for marine use. It was also voted that further public consideration be given to the degree of public investment in the Ocean Gateway project prior to implementation. Additional concerns regarding the investment in marine infrastructure versus the upland portion of the project and scaling back the amount of investment in marine infrastructure were voiced. Further concern over traffic impacts was also raised as a significant issue.

3.6 Concept 6R and Long Term Marine Use Plan

Concepts 6 and 7 and an update of the dialogue with the Master Planning Committee were presented to the Facilities Committee at their meeting on October 4, 2001. Both concepts are workable from a marine operations standpoint and fit within the goals and the design criteria outlined for Phase 1. Both concepts also appear to fit within the larger master planning efforts, minimizing the landside component needed to support marine operations as much as possible, leaving the upland area to be addressed as part of the master planning process.

Consideration of issues related to the terrorist attacks of September 11, 2001 and associated heightened security and the experience of landing cruise ships at the facility since the City took possession of the property are noted. Based on consideration of these issues, the need for flexibility to provide for the future became increasingly more important as a factor to assess the merits of the Phase 1 concepts. Concept 6 provides for this flexibility to accommodate changes needed to support deepwater marine uses or potential growth of proposed uses in the future. Concept 7 offers many advantages in terms of the marine operations, but does not provide for the same amount of flexibility.

The Facilities Committee members discussed the issues at length. Based on the discussion, the Facilities Committee voted unanimously to adopt Concept 6R as the preferred concept for implementation of Phase 1. Concept 6R, depicted as Figure 8, is a revised version of Concept 6 in which some limitations associated with the alternate trail route and access road are addressed. The Committee also adopted a Long Term Marine Use plan, depicted as Figure 9, which outlines a 20-year master plan for marine infrastructure and provides for the minimum amount of upland necessary to support the associated marine operations. Adoption of the Long Term Marine Use plan clarifies the evolution of the master planning process for the Ocean Gateway project, highlighting the focus on the marine infrastructure and landside necessary for support of the

associated marine operations. The upland area is left for decisions to be made by the Master Planning Committee regarding future land use and zoning changes.

Of note is the overlap of those processes with respect to the upland area. In the Facilities Committee Phase 1 plan, the upland area is utilized for surface parking associated with a variety of uses including long term marine passenger parking. Parking is best addressed in the larger master planning effort due to its potential for public-private partnerships. Many ideas and opportunities have been brought forward, most notably plans created by adjacent property owners, Mr. Marino and Mr. Farley. These ideas and many more will likely be presented to the Master Planning Committee and should be thoughtfully considered.

It was also unanimously voted to accept the Master Plan for the Portland Waterfront Passenger Terminal Transportation Facility Ocean Gateway project dated August 29, 2001. The Master Plan is submitted by the project team in accordance with the scope of the contract with the Maine Department of Transportation, State PIN 009215.00, Contract 10327. It documents the master planning efforts from September 2000 to April 2001 culminating in the (conditional) acceptance of the preferred alternative plan by the Facilities Committee. The Committee requested that a supplemental report documenting the development of the Phase 1 concepts be prepared. Tentative dates were set for the Committee to present its recommendations before the City Council for a final decision.

On October 9, 2001, the Master Planning Committee voted to rescind their recommendation of Concept 6 as their preferred concept for Phase 1 implementation and requested that the Facilities Committee reconsider the merits of Concept 7. Concept 7 was viewed as preferable from a master planning perspective due to its consolidation of marine operations between Piers 1 and 2.

Further modifications were made, using Concept 6 as a basis, in an effort to accommodate the desires of the Master Planning Committee for an extension of Commercial Street toward the waterfront and a 75-foot setback from the water's edge. The access road to the site was relocated to fit within the desired alignment and 72-foot right of way for Commercial Street and the outbound queue area east of Pier 2. Considerations were given to the turning radius of the vehicles entering the queue area and vehicle loading of the bulkhead. These modifications are shown on Modified Concept 6R, depicted as Figure 12. Advantages to this concept are similar to those of Concept 6. One disadvantage is the impact to the Narrow Gauge Railroad. Modified Concept 6R requires that the railroad be terminated at the east end of the site until it can be placed in its new alignment as determined by the long term plans of the Master Planning Committee.

Modified Concept 6R and preliminary traffic information based on traffic count data collected for cruise ships and the international ferry operation in October 2001 were presented at a meeting of the Facilities Committee on November 8, 2001. In addition, the approach of the Master Planning Committee and their recommendation to accept Concept 7 as the first phase of a long term plan was presented by City Planning Department staff. Much discussion of traffic issues, parking, and operational aspects of the Casco Bay Island Transit District and international ferry took place.

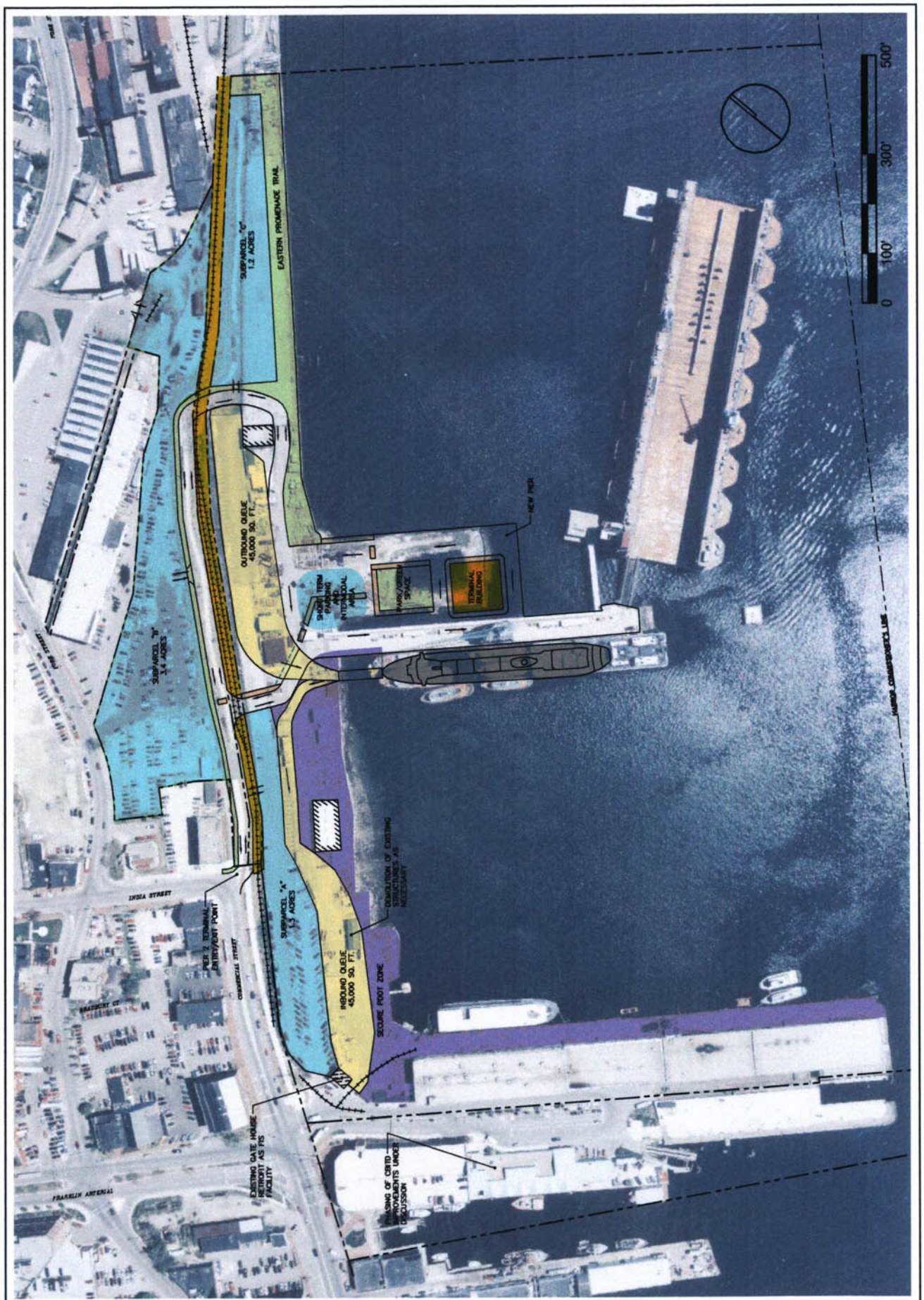

Figure 8

OCTOBER 4 2001

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PHASE 1 - PRELIMINARY CONCEPT 6R

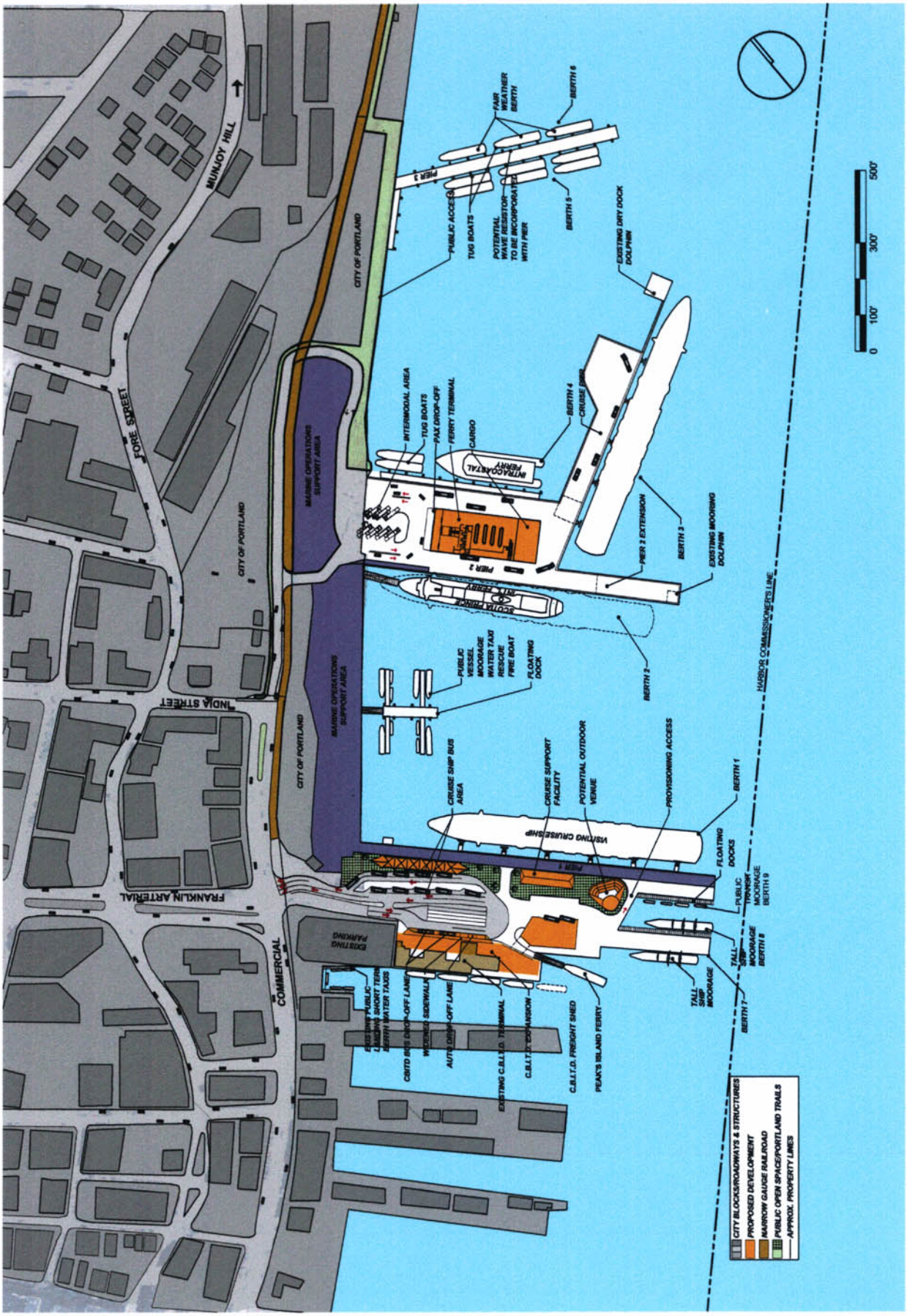

Figure 9

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LONG TERM MARINE USE

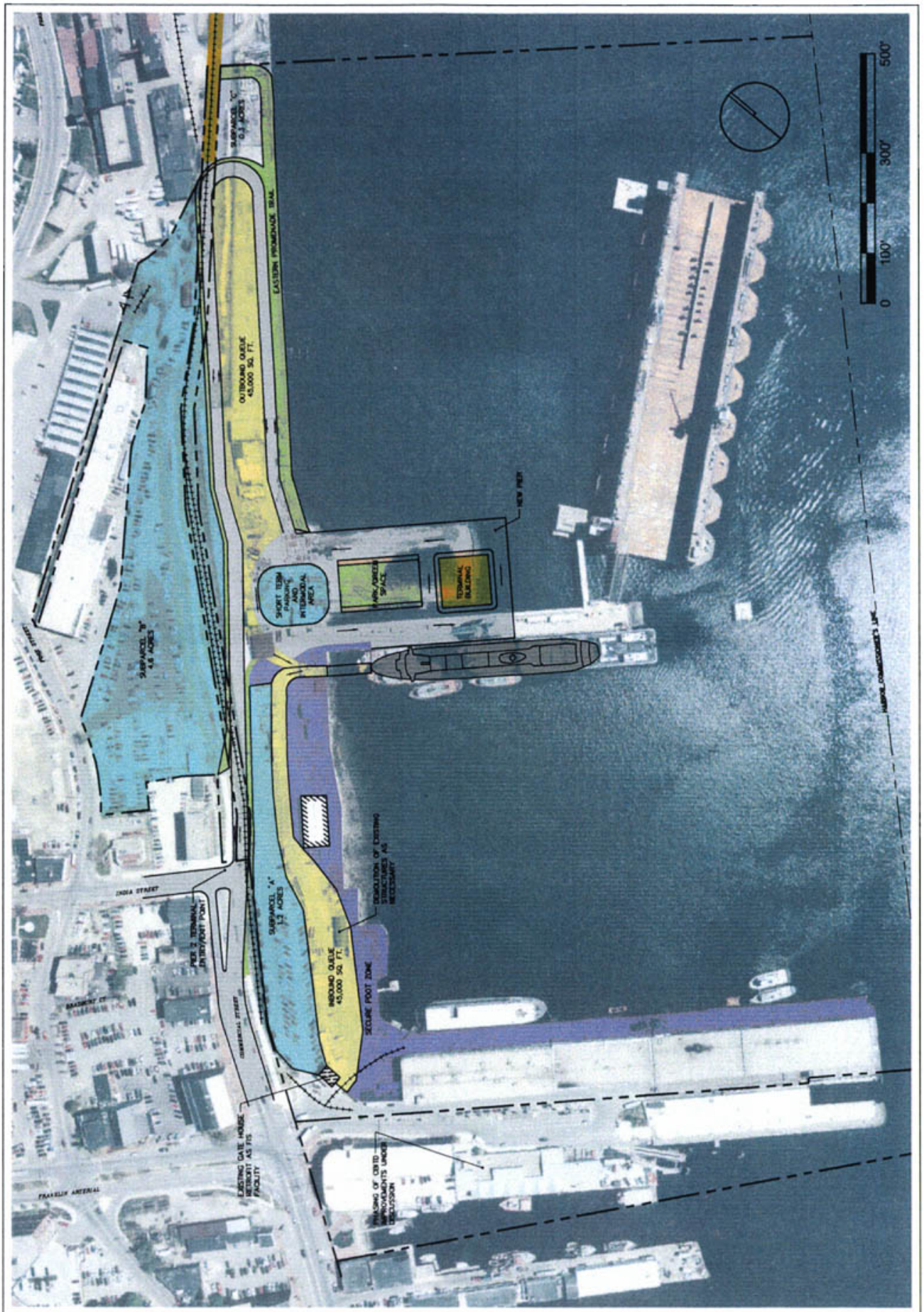

Figure 12

AUGUST 27, 2008

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PHASE 1 - PRELIMINARY CONCEPT 6R MODIFIED

3.7 Preferred Phase 1 Concept

The Marine Passenger Terminal Building Facilities Committee voted to conditionally accept Concept 7 as the preferred concept for Phase 1 implementation of the Ocean Gateway project. This concept was accepted with the condition that concerns regarding anticipated traffic issues, parking for island residents, and management of pedestrians be adequately addressed prior to proceeding with implementation. Adoption of this concept brings forward an integrated approach toward phased implementation of the long term plan desired by the Master Planning Committee for the east end of the City's waterfront.

3.8 Phase 1 Concept Budget Estimate

Concept level budgets were developed for the three basic concepts and later refined to reflect a budget estimate for Phase 1 including a reduced Pier 2 structure. It is important to note that the costs are conceptual in nature and represent budget amounts based on the available information. The estimates for each concept include a 20% contingency for construction costs and an allowance of 15% for permitting and design. Assumptions used in the development of costs include the following:

- No dredging is needed for berths to the east of Pier 1 and the west of Pier 2 based on the available bathymetry information. Dredging may be needed in the future to accommodate the approach to the berths by "mega ships".
- No allowance is included for contaminated soil excavation and disposal or remediation. Phase 1 does not include significant subsurface excavation on the upland portion of the site.
- Improvements to the existing combined sewer overflow located between Piers 1 and 2 are not included. Any necessary improvements are assumed to be funded by the City as part of the City's DEP approved CSO Program.
- Access roads to Pier 2 and the terminal facility are internal circulation roadway having a 30-foot width. The alternate trail located adjacent to the access road is a paved sidewalk 10 feet in width.
- Federal inspection and security requirements with respect to U.S. Customs facilities and security of the outbound queuing area will be flexible.

The cost of the three initial concepts was estimated to range from approximately $15 million to $18 million. The major difference in the cost ranges for the concepts was noted as the size of Pier 2. The expansion of the existing pier structure at Pier 2 is the single largest item in the total cost for each concept. Detailed costs developed specifically to include a reduced pier structure and park area located at Pier 2 are outlined below.

Phase 1 Budget Estimate (Reduced Pier 2 Structure)

Demolition of Existing Facilities	$300k
Marine Substructures/Structures	$10.1M
New fendering system	
New pier	
Catwalk to Dolphin #3	
Seawall/bulkhead repair at transfer bridge	
Gangway for Pier 1	
Existing gangway retrofit	
Facilities	$3.3M
Terminal on Pier 2	
Existing building rehab	
Site Infrastructure	$2.0M
Utility relocation/rehab allowance	
Pavement overlay	
Additional gravel for existing parking area	
Access roadways	
Intersection modifications and signal work (allowance)	
Public/Open Space	$450k
Total Estimated Program Cost	$16.2M

Based on a concept level design, the cost is in the range of the funding available to implement Phase 1, which is approximately $15.5 million. The budget estimate cannot be presented in any more detail noting that there will be areas in which design details may drive the costs higher and other areas where the costs could be lower.

4.0 CASCO BAY ISLAND TRANSIT DISTRICT IMPROVEMENTS/MODIFICATIONS PUBLIC PROCESS

As part of its charge to oversee the work to develop the Ocean Gateway Master Plan, the Facilities Committee approved a number of items during its meeting on April 5, 2001. Among other items, the Committee requested the approval of the Casco Bay Island Transit District Board of Directors with respect to the component pieces associated with their facility.

During the months between April and June 2001, meetings were held with Casco Bay Island Transit District staff, the Board of Directors, and Operations Committee to develop and present concepts for improvements and expansion of their facility. The intent of these meetings was to further develop a concept identified during the Ocean Gateway master planning process to resolve four major safety and circulation problems associated with the existing facility, including:

- Conflicts at Gates 3 and 5 with pedestrian and passenger traffic moving through the active freight area
- Vehicle access to the public parking garage and conflicts with pedestrians using the sidewalk
- Passengers and vehicles boarding simultaneously on the transfer bridge at Gate 5
- Freight loading and unloading within the passenger and vehicular circulation patterns

Maine State Pier - Concept 1, depicted as Figure 10, based roughly on the preferred alternative, includes a lateral expansion of the existing terminal southward through the employee parking area and a separate freight shed. While mitigating a number of the problems identified above, the terminal expansion also allows for larger indoor passenger waiting areas. The separate freight shed provides for a possible future freight boat, while separating passenger and cargo operations. The expansion includes a centrally located covered drop-off lane, sidewalk, and pedestrian entryway. The vehicular traffic circulation pattern is enhanced to include bus queuing areas and a terminal drop-off slip lane to improve movements within the site. The vertical expansion of the terminal building provides the opportunity for additional office space, conference areas, and miscellaneous uses.

Maine State Pier - Concept 2, depicted as Figure 11, varies from Concept 1 in that it includes a pier expansion of roughly 15,000 square feet southward. The new pier supports the extension of the terminal southward through the employee parking area and vertically. Gate 5 and the associated transfer bridge are relocated approximately 175 feet south of their original location, allowing for increased passenger waiting areas and cargo operations. In this concept, the cargo area remains in the central part of the terminal building, but occupies a larger area. Similar to Concept 1, the expansion includes a covered bus and auto drop-off lane, sidewalk, and pedestrian entryway. The vehicular traffic pattern is similarly enhanced to include bus queuing areas, a terminal drop-off slip lane and elongated car ferry queue lanes. Consistent with Concept 1, the vertical expansion of the terminal is utilized for office space, conference areas, and miscellaneous uses.

These concepts were presented to residents of Peaks, Cliff, and Great Diamond Islands in a series of public meetings held by Casco Bay Island Transit District in July. The meetings were well attended with approximately 40 people on Peaks Island and 70 on Cliff Island. In addition to these meetings, Maine State Pier - Concept 1 was incorporated into a special edition of the

Bayliner publication with a request for feedback from its readers. The Bayliner is a free news outlet from Casco Bay Lines and the island community. Site visits were also conducted with Casco Bay Island Transit District staff, the Operations Committee and the Board of Directors to review the two concepts. It was through these efforts that the need to segregate the freight service in order to address the number one priority of ensuring passenger and pedestrian safety was clearly understood.

The Operations Committee endorsed Maine State Pier - Concept 1 for recommendation to the Board of Directors. The Board of Directors accepted this recommendation at their meeting in June 2001. The Facilities Committee was informed of this vote and requested that Maine State Pier - Concept 1 be incorporated into the Ocean Gateway project plans. The modifications and their sequencing will be addressed in more detail once funding becomes available for this phase of the project.

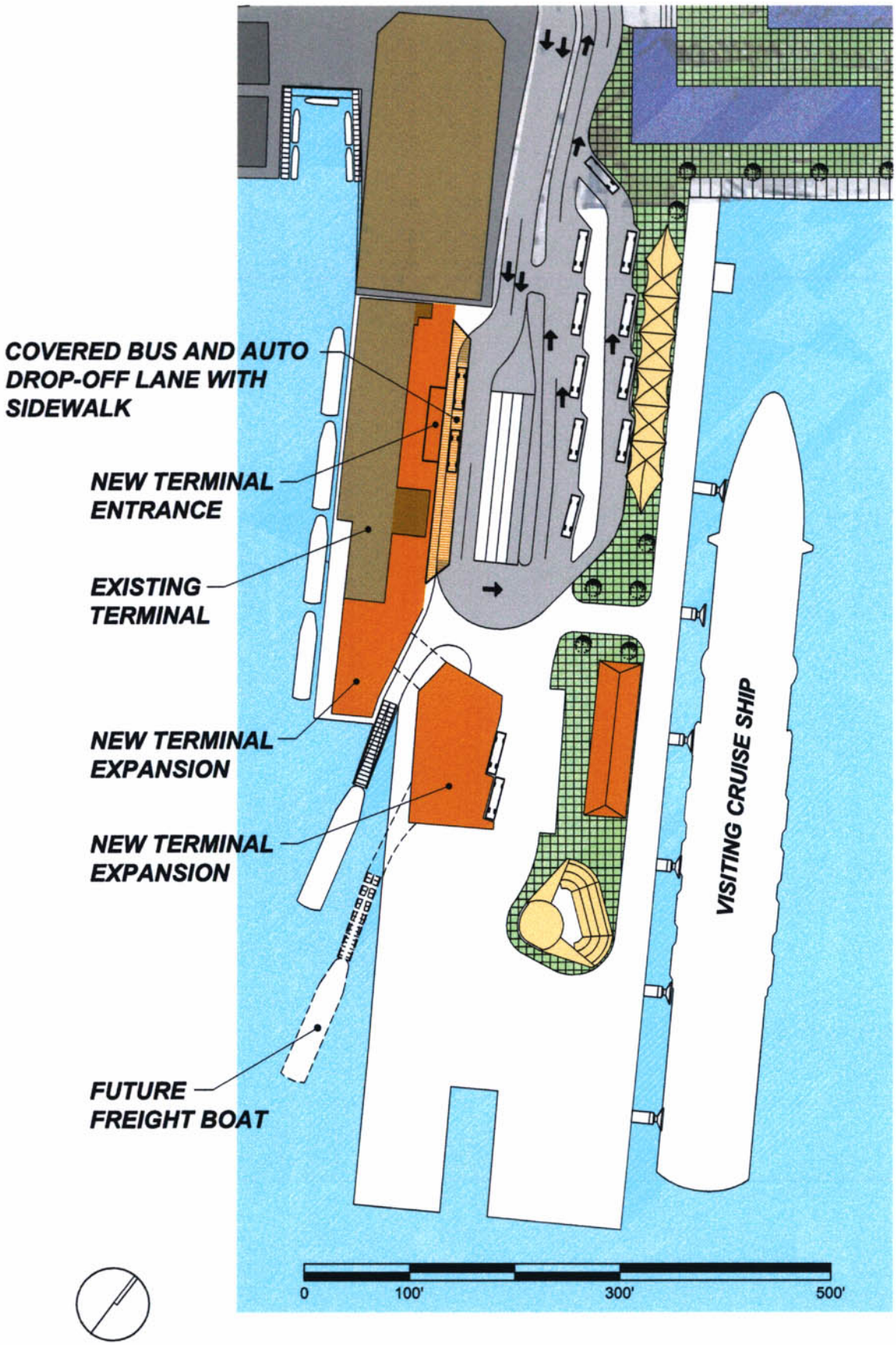

Figure 10

JUNE 15 2001

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MAINE STATE PIER - CONCEPT 1

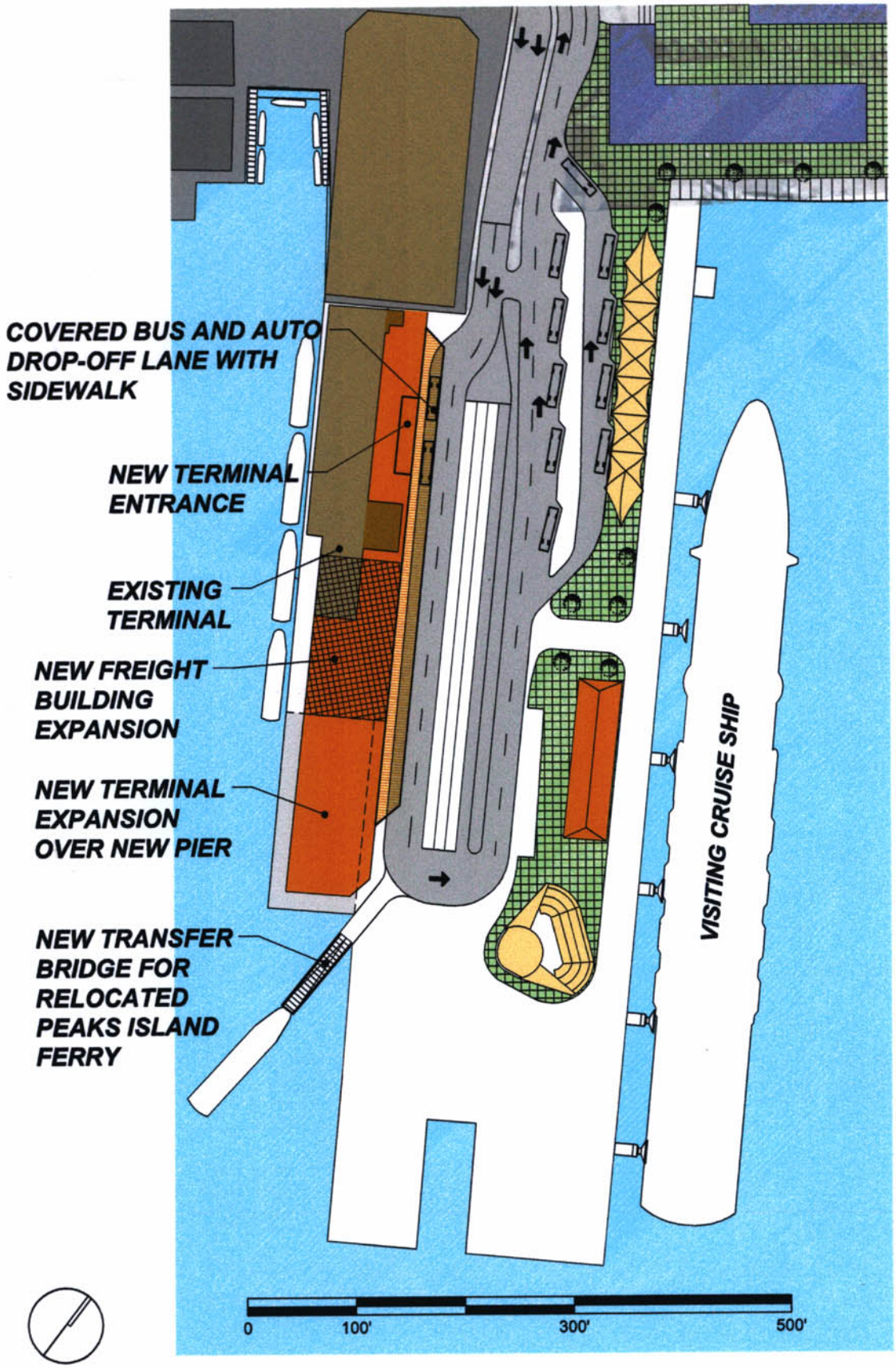

Figure 11

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MAINE STATE PIER - CONCEPT 2