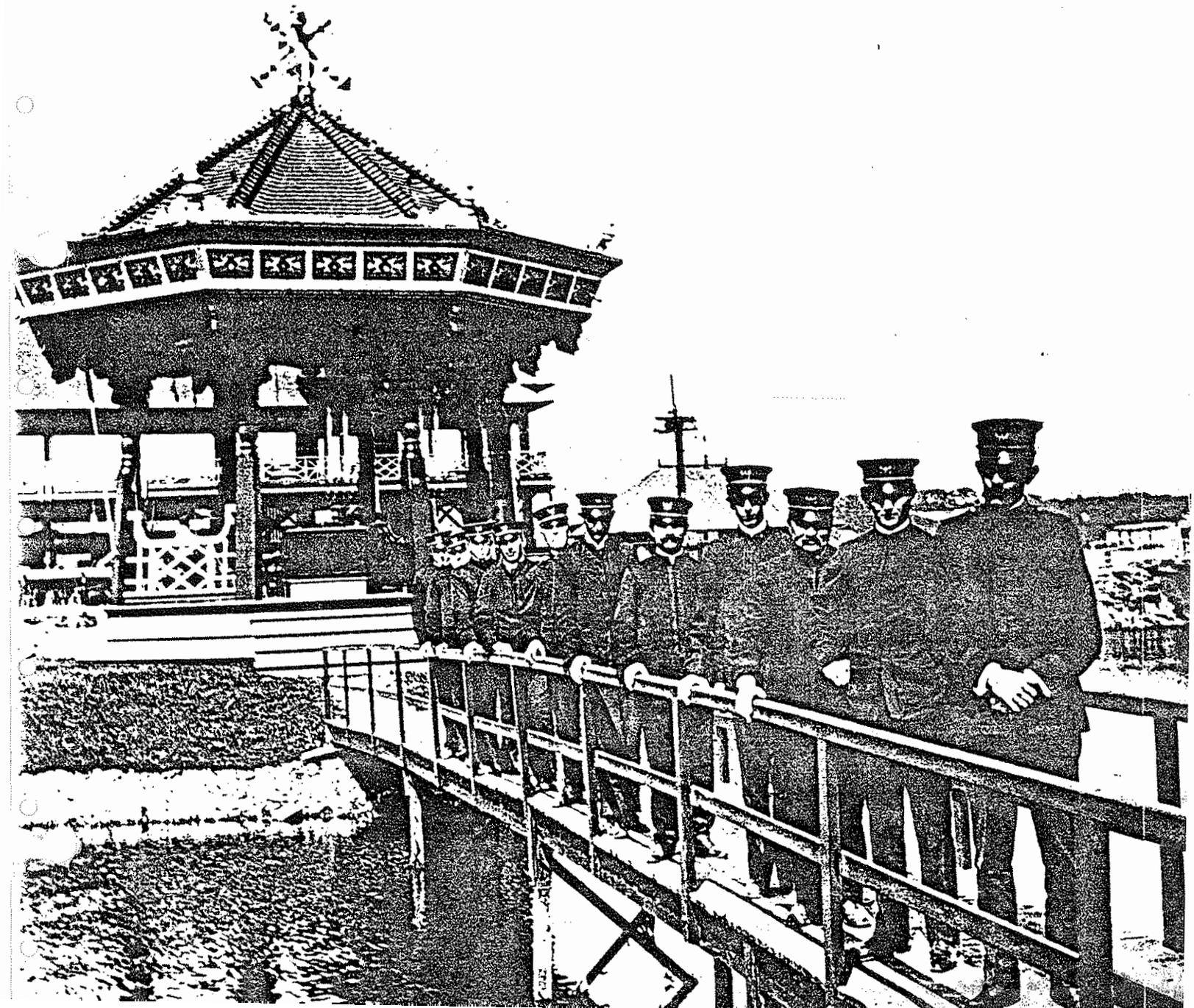


PLANNING OFFICE ONLY

FINAL REPORT

# Kingston Urban Cultural Park

**THE** Reimann · Buechner  
LANDSCAPE ARCHITECTURE Partnership  
ENVIRONMENTAL DESIGN / RESEARCH



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**KINGSTON URBAN CULTURAL PARK  
DRAFT MANAGEMENT PLAN**

**prepared for**

**CITY OF KINGSTON  
ULSTER COUNTY  
NEW YORK**

**prepared by**

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**June, 1987**

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# KINGSTON URBAN CULTURAL PARK

## MANAGEMENT PLAN

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## KINGSTON URBAN CULTURAL PARK

### I. OVERVIEW AND SUMMARY

#### A. INTRODUCTION

The Urban Cultural Park is a concept which utilizes existing historic, cultural, and natural resources to create a living urban park. The development, interpretation, and marketing of these resources will attract tourists, instill community awareness and pride, and stimulate economic development.

The Kingston Urban Cultural Park is part of a statewide Urban Cultural Park system which focuses on four major goals: preservation of the State's historic resources; education of the general public as to these resources and their roles in the development of the local community and the State; recreational use, both active and passive, to provide a variety of activities for visitors to enjoy; and economic development to encourage the revitalization of the communities involved in the Urban Cultural Park program.

Kingston is one of 14 designated Urban Cultural Park communities chosen by the New York State Office of Parks, Recreation, and Historic Preservation (OPRHP) as having a substantial contribution to the development of the State of New York. Inclusion in this system will provide statewide recognition and promotion of Kingston through such vehicles as the "I Love New York" campaign and other state programs. Assistance will be provided for the preservation and development of Kingston's historic and cultural resources by OPRHP in developing, managing, and financing the Urban Cultural Park program.

In 1980 the City of Kingston established a Citizens' Advisory Committee to oversee the preparation of a plan for the establishment of an Urban Cultural Park within the City in conformance with State guidelines and local goals. As part of its functions, the Urban Cultural Park Advisory Committee has coordinated the construction of two facilities funded in part by the Urban Cultural Park program:

1. West Strand Plaza, an open space which complements the redevelopment of major historic buildings adjacent to the Rondout waterfront including the Freeman Building, Mansion House, and row buildings along West Strand;
2. The Historic Kingston UCP Visitors Center, renovated by the New York State Office of Parks, Recreation, and Historic Preservation, is a historic building across from the Senate House complex in the Stockade area.

In 1982 the Urban Cultural Park Advisory Committee completed a Feasibility Study for the creation of an Urban Cultural Park in the City of Kingston, utilizing the Stockade area and Rondout, Wilbur, Ponckhockie, and

Kingston Point neighborhoods. This report evaluated the development of historic, cultural, and natural resources around the theme of the role of transportation in the development of Kingston and New York State. The management plan updates the feasibility study and establishes a management structure for the Urban Cultural Park over the next eight years.

This overview and summary will highlight the principal elements of the Kingston Urban Cultural Park including: Park Concept and Theme, Public Projects and Programs, Management Structure, and Economic Development. These elements have been designed to provide a coordinated program for the revitalization and enrichment of the quality of life for the City of Kingston.

## B. PARK CONCEPT AND THEMES

Kingston's location at the intersection of the Hudson River and Rondout Creek has provided the City with a rich history and an important role in the development of the Catskill region and New York State. The concept of the Kingston Urban Cultural Park celebrates these roles through the development of the themes of Transportation, Government, and Architectural History.

1. Transportation is one of the most influential factors in the settlement and growth of any area. River travel and transport opened up the State. Kingston's location provided access to oceangoing vessels of the colonial era, and later the Rondout Creek and Barge Canal played a major part in the growth of the industrial base for New York State. The development of the railroad in conjunction with the port increased Kingston's significance further. These major influences will be the primary focus of the Kingston Urban Cultural Park.
2. The City of Kingston played a significant role in the evolution of State government. The first State constitution was adopted in Kingston. As New York State's first capital city, its importance to the history of New York State provides a unique opportunity for the interpretation of this theme. The story of Kingston's evolution from trading post to colony to village to city represents another unique dimension to the Urban Cultural Park's secondary theme of Government.
3. The City of Kingston has an inventory of architecturally significant buildings which spans generations uncommon for a community its size. These styles include early Dutch, Federal, Greek Revival, Italianate Victorian, Stick, and late 19th-century commercial. The existence of such a broad spectrum of architectural styles demonstrates the evolving heritage of the City and creates a rich environment with exceptional interpretive opportunities.

The interpretation of these themes will focus on two areas of the City. The Government theme will be interpreted primarily in the Stockade area where the State's government originated. Transportation will be interpreted to a greater extent within those

neighborhoods which developed along the Rondout Creek and Hudson River. Architectural styles will be interpreted throughout the Park as they relate to periods of growth.

These two areas, the Stockade and Rondout, will be linked by corridors along Wilbur Avenue and Broadway. These two transportation links provide historical routes which further enhance the themes of the Kingston Urban Cultural Park.

The themes of Transportation, Government, and Architectural History will provide a framework for the Urban Cultural Park. Interpretation of these themes and activities, improvement and redevelopment of Kingston's resources will attract visitors, create jobs, encourage private investment, and create a rich environment for the citizens of Kingston, New York.

### C. PLANS FOR PHYSICAL IMPROVEMENTS

Kingston's historical and cultural heritage provides a framework for the Urban Cultural Park. Preservation activities, the development of public facilities, and improved circulation will create an atmosphere within the Park for private investment and increased tourism. Proposals for physical improvements include the creation of core areas with visitors centers, expansion of historic districts, improvements to parks and recreation areas pertinent to the Urban Cultural Park, identification of access and circulation routes, and parking facilities.

#### 1. CORE AREAS

Three core areas have been identified within the Urban Cultural Park: the Stockade, the Rondout, and Kingston Point.

- a. The Stockade area introduces visitors to the Kingston Urban Cultural Park and emphasizes the interpretation of the Government theme. The Visitors Center is supplemented by the Senate House Museum complex to provide a concentrated initial welcome to the Kingston Urban Cultural Park area.
- b. The Rondout core area focuses on the Transportation theme and includes the West Strand area, lower Broadway, and the Rondout waterfront from the Port Ewen Suspension Bridge to the historic Cornell shops.
- c. The Kingston Point core area was once the site of a transportation hub for day liners which brought travelers and tourists from communities all along the Hudson River. This area is proposed to be restored to include major recreation facilities.

## 2. VISITORS CENTERS

There are two proposed visitors centers strategically located within core areas to welcome visitors and introduce them to the themes, activities, and opportunities provided by the Kingston Urban Cultural Park.

- a. The Historic Kingston UCP Visitors Center in the Stockade opened in May, 1986 and functions as the initial visitors center. Its location in an historic building directly across from the Senate House Museum complex and uphill from the Catskill Mountain rail line make this location unique for introducing all themes of the Urban Cultural park.
- b. As the Kingston Urban Cultural Park grows, a second visitors center will be located in the Rondout core area. Once established, this center will focus on the transportation theme while the Stockade Visitors Center will focus more on government. Both visitors centers will include the architectural theme, especially as it relates to periods of growth related to their primary themes of transportation and government.

## 3. HISTORIC DISTRICTS

There are three historic districts in the City of Kingston: the Stockade, Rondout, and Chestnut Street Historic Districts. Under the Kingston Urban Cultural Park, these areas will become the focus of interpretation and revitalization.

- a. The Stockade Historic District, listed on the National Register of Historic Places, includes the City's central business district and is not only historically the center of government for New York State, but also currently the center of government for Ulster County. The diversity of activity and the history of this area has created opportunities for economic growth through full utilization of existing structures.
- b. The Rondout Historic District, also listed on the National Register of Historic Places, includes commercial activity at the fringe of the district; however, the contrast of smaller residential properties creates a strong visual image. The development of mixed use has encouraged the redevelopment of historic resources along the West Strand. Urban Cultural Park activities will further encourage the revitalization of this area through renovation of these historic resources.
- c. The Chestnut Street Historic District has recently been listed on the National Register of Historic Places. Primarily comprised of large, single-family homes, this area is slowly being converted to multi-family, residential units.

Expansion of the existing Stockade and Rondout Historic Districts will encourage additional rehabilitation efforts. The Urban Cultural Park, however, recognizes other areas in the City

which are rich in architectural and historical resources. Wilbur and Ponckhockie also contain areas which contribute to the architectural variety and character of Kingston's Urban Cultural Park.

#### 4. IMPROVEMENTS TO PARK AND RECREATION AREAS

The integration of recreation with other compatible land uses and activities will create some of the most exciting and attractive spaces within the Urban Cultural Park. The upgrading and improvement of existing recreation areas will be supplemented by the development of new parks to provide opportunities for activities, interpretation, and relaxation.

a. West Strand Park

This successful urban open space located along the Rondout Creek will be expanded along the waterfront from the Port Ewen Bridge to the Maritime Museum. This open space will continue to encourage revitalization of the Rondout waterfront.

b. Kingston Point Park

This multifaceted recreation area on Kingston Point will afford a major recreational and interpretive amenity to the City's residents and Urban Cultural Park users. The reestablishment of the day liner docking will link with the Trolley Museum to bring visitors from other Hudson River communities to the Rondout core area and the Kingston Urban Cultural Park. The wetland area will provide other educational opportunities, and expanded facilities will provide both passive and active recreational opportunities as well.

c. Hasbrouck Park

This major City park offers picturesque vistas to the Hudson River and Rondout Creek basins and provides opportunities for interpretation and recreation.

d. Block Park

This active public recreation area along Abeel Street in the Rondout neighborhood will be upgraded and renovated its role as an integral feature of the recreation objectives for the Kingston Urban Cultural Park.

e. Rondout 2 Lighthouse

This lighthouse, located at Kingston Point, has been selected to symbolize Kingston's Urban Cultural Park as the element of the Urban Cultural Park logo. Presently this museum, operated by the

Hudson River Maritime Museum, is accessible only by boat. The Urban Cultural Park proposes to reestablish the dike and pier which originally linked the lighthouse to the mainland.

f. Wilbur Avenue Park

This new park, located on City-owned land between Wilbur and the Stockade neighborhoods on Wilbur Avenue, will provide a passive, pastoral atmosphere as a contrast to more urban active recreational and educational opportunities.

g. Island Dock Park

This new park would be located on the east tip of Island Dock. It is proposed to be developed in conjunction and in cooperation with the private redevelopment of Island Dock. It will be passive in nature and include interpretive features depicting the island's historic role as a major storage and cargo transfer facility.

h. New Stockade Park

As a long-range project, the feasibility of developing a new park somewhere in the Stockade district will be studied. This park would be centrally located and provide a location for small concerts, special events, and just passive relaxation for shoppers and visitors to the Kingston Urban Cultural Park.

Adequate recreational facilities provide alternatives and opportunities for residents and Urban Cultural Park visitors alike. By providing a variety of activities, the tourist will stay longer and return more often. By offering alternatives, the Urban Cultural Park will insure its success.

5. **ACCESS AND CIRCULATION ROUTES**

Access to the Kingston Urban Cultural Park is anticipated from boat, automobile, or bus. In Kingston, circulation takes on an additional significance because it relates to the Park's major theme, Transportation. In formulating the interior circulation, historic routes utilizing existing streets were used.

Boat access to the Park will be accommodated by public and private docking along the Rondout Creek. A major docking facility is proposed for Kingston Point Park to accommodate larger day liners. Smaller tour boats will be facilitated at public docking in the vicinity of West Strand Park.

The first major vehicular access to the Park occurs from Exit 19 of the New York State Thruway around the large traffic circle, then south along Route 213 to Washington Avenue to Clinton Avenue to the Visitors Center in the Stockade area.

Other access routes include I-587 from the Thruway, Route 9W, Routes 32 and 213 from the south and west, and Route 32 from the north.

Once in the Park, signs will direct visitors to Visitor Center. The Urban Cultural Park consists of three distinct nodes or core areas linked together by corridors. The circulation system is designed to bring visitors to the core areas then direct them to other core areas via historic route corridors.

Mass transit systems including the City bus service, the Kingston Trolley Museum, bus tours, and shuttle service are proposed to supplement and reduce internal automobile traffic especially between the Masten House Visitors Center and Rondout core area.

## 6. **PARKING AREAS**

To function properly, vehicular circulation must be supported by adequate public parking. Existing and new parking facilities have been identified to support increased activity generated by the Urban Cultural Park.

### a. **Stockade Area**

Long-term parking for Urban Cultural Park visitors is available at the municipal parking garage. This facility, located at the intersection of Fair and Front Streets, currently operates at 60-70 percent capacity. This facility will supplement parking at the Historic Kingston UCP Visitors Center and Senate House Museum complex as well as the Stockade Historic District.

### b. **Rondout Area**

As the Urban Cultural Park grows, parking facilities will be required in the Rondout area. Larger parking areas have been identified in the vicinity of West Strand Plaza and Route 9W bridge. Other smaller areas have also been identified for development when required.

### c. **Broadway Link**

As this area experiences increased activities, additional parking will be required. Additional parking areas have been identified for development along Broadway in the vicinity of Prince and Downs Streets.

## D. **PROGRAMS FOR PARK IMPROVEMENTS AND USE**

Major physical improvements to the Urban Cultural Park will be supplemented by programmed activities and unification measures which identify and enhance the quality of life and character of the Urban Cultural Park. These programmed activities include improvements to the

streetscape, development of a signage system and guidelines, the establishment of a facade program, the formulation of a public information plan, and the coordination of a recreation program.

### **1. LANDSCAPE/STREETSCAPE IMPROVEMENTS**

Achieving a sense of unity and continuity within the Urban Cultural Park through a comprehensive streetscape improvement program is an important objective of the Kingston Urban Cultural Park. Streetscape elements such as light poles, benches, sidewalk paving treatments, and plantings will be used to unify and identify different areas within the Urban Cultural Park. More historically, relevant elements will be used in historically-significant areas while more modern elements will be used in peripheral areas of the Park.

### **2. SIGNAGE**

The Kingston Urban Cultural Park signage program is designed to fulfill certain basic functions, produce signs in harmony with the historic character of the Park, and help create a distinctive image and sense of place within the Park which sets it apart from other parts of the community.

The signage program establishes a hierarchy of signs identifying the Urban Cultural Park area and its resources. Arrival signs will be located at the boundary of the Park along the main access routes. Directional signs will then guide visitors to the Visitors Centers. Tour routes will not be signed but will be identified through the use of brochures to minimize additional signage created by the Urban Cultural Park. Interpretive signs will be placed throughout the Park to help visitors interpret specific elements of the historic environment.

In addition to signs specifically designed for Urban Cultural Park use, guidelines have been established for commercial and advertising signage to assist the merchant community in the selection, design, and location of their storefront and advertising signs.

### **3. FACADE PROGRAM**

A facade program for the Urban Cultural Park will facilitate the rehabilitation of storefronts and upper stories of commercial buildings within the Urban Cultural Park area. Guidelines have been established around the U. S. Department of Interior standards which will encourage proper rehabilitation of properties both in and outside historic districts.

The facade program will establish a revolving fund to provide low-interest loans to property owners utilizing the criteria and guidance which are consistent with the goals and objectives of the Urban Cultural Park. Priority areas have been identified as the Broadway/West Strand area and the Stockade. The third priority is

the Central Broadway area and, finally, other commercial areas of the Urban Cultural Park including Wilbur, Ponckhockie, and other small neighborhood commercial areas within the Urban Cultural Park.

#### 4. INTERPRETIVE PROGRAM

Tourists and residents visiting Kingston's Urban Cultural Park will be guided through a sequence of experiences designed to help them adjust to the Park environment, become familiar with the Park's purpose, and get the most out of their visit.

As visitors arrive in Kingston, they will be greeted with signs, graphics, and special facilities which will create an appropriate sense of arrival. Opportunities will be provided at major entrances to the Park for visitors to relax after their travels before beginning the Kingston experience. Opportunity for "decompression" will be provided at the picnic area in the Harry M. Thayer Memorial Park, a county park near the Chamber of Commerce visitor information center (the caboose). Other areas throughout the Park may also be used to relax as part of the Urban Cultural Park experience.

Visitors arriving at the Visitor Centers will be greeted by an Urban Cultural Park staffperson. This personal contact will make the visitor feel welcome and at ease. The visitor will be offered an orientation to the Kingston Urban Cultural Park through maps, photographs, and videotaped presentations.

Visitors will also be instructed in how to interpret Kingston's resources. After visitors have defined their area of interest and available time, they will be provided with the appropriate literature on one or more aspects of the Urban Cultural Park including maps, brochures, tour guides, and schedules of programs and events.

Interpretive elements in the Urban Cultural Park include a wide variety of experiences related to the Urban Cultural Park themes of Transportation, Government, and Architectural History.

Within the Visitor Centers, rotating exhibits and programs will provide initial interpretive/educational opportunities. Special programs, festivals, and special events designed around Park themes will be used to promote and draw attention to the Urban Cultural Park. Tours, both self-guided and guided, will help visitors locate and interpret the most historically or culturally significant buildings and features within the Park. Bus, boat, and trolley tours will create alternatives and unique experiences. Interpretive signage will be used to enhance the "outdoor museum" quality of historically-significantly buildings.

In addition to those facilities and programs provided by the Urban Cultural Park program, coordination with existing organizations, festivals, and museums will reinforce, extend, and heighten the Kingston Urban Cultural Park experience.

## 5. PUBLIC INFORMATION/PROMOTION

The purpose of the Promotion or Marketing Plan for the Kingston Urban Cultural Park is to promote visitation to the Park by both local residents and tourists.

Promotion activities will begin by focusing on the themes of the Park and the stories which express those themes. Emphasis will be placed on those physical entities within the Urban Cultural Park which can be used as a set on which the drama of Kingston's story can be portrayed. Activities will be highlighted to portray Kingston as a living, growing, and exciting community to visit.

Promotion efforts will create an overall sense of place to create a special environment defined as the Kingston Urban Cultural Park in which certain types of retail and commercial activities can thrive as well.

Special programs and events such as festivals, street fairs, concerts, and other outdoor entertainment will further stimulate visitation to the Urban Cultural Park.

Promotion efforts will be directed toward a primary target of young 20- to 40-year-old, middle income families and individuals. A secondary target will include area school children and senior citizens.

Kingston's location puts it within reach of literally millions of people who fulfill this target audience profile. The Marketing Plan, however, will reflect the level of development of the Urban Cultural Park to attract the numbers of people which the Park can support. As the Urban Cultural Park is developed, increased effort and expenditure will parallel and keep pace with the Park's growth.

## 6. RECREATION

The Kingston Urban Cultural Park Recreation program will promote both active and passive recreation support, and, in some cases, significantly overlap the interpretive program. Five major parks other green spaces will be utilized in a network of recreation and opportunities which will provide temporary alternatives to the educational aspects of the Kingston Urban Cultural Park.

- a. Kingston Point Park will be redeveloped as a major focal point for Urban Cultural Park experience. This historic facility will once again welcome visitors who come by boat to the City.
- b. Hasbrouck Park will be improved to take advantage of the spectacular view of the Hudson River and Rondout Creek.
- c. West Strand Park will be completed to provide a focus for activities in this waterfront area.

- d. Island Dock Park is proposed to be developed as a private/public partnership and will provide a unique viewpoint of the Kingston waterfront.
- e. Block Park is proposed for rehabilitation to encourage revitalization efforts in this area of the Rondout Neighborhood.
- f. Wilbur Avenue Park will be constructed on public land between the Stockade and Wilbur neighborhoods as a quiet respite within the Urban Cultural Park.

Other existing open spaces provide opportunities for visitors to refresh themselves and relax during their visit to the Kingston Urban Cultural Park. Academy Green, the Louw Bougardus ruins, the Chamber of Commerce caboose site, and a proposed open space in the Stockade will provide passive recreation facilities throughout the Urban Cultural Park. These parks and open spaces are available for tourists and shoppers alike who frequent the restaurants and commercial establishments throughout the Urban Cultural Park.

#### E. ECONOMIC DEVELOPMENT/REVITALIZATION PROGRAM

The return on investment in the Urban Cultural Park concept by the City of Kingston will be directly proportional to the City's commitment to the program. The total expenditure by the City of Kingston over the eight-year projected period is approximately \$2.64 million. The success of the Kingston Urban Cultural Park program will depend upon an aggressive commitment to the UCP program and the development of a close working relationship among the public agencies and governments and the private sector. Additional funds for the development of the UCP are anticipated from federal sources at \$3.2 million, the UCP program at \$644,200, and other State agencies at \$215,000. The private sector funds contributing directly to the development of the program are anticipated at \$879,500. The total costs associated with the eight-year program are projected at approximately \$7.58 million.

The Urban Cultural Park program would generate over 217,000 new visitors annually by the fifth year of operation. This increase in tourist activity will result in visitor spending of over \$17 million annually. Sales tax from lodging, food, and retail sales are anticipated at over \$159,000 by the fifth year.

By the fifth year of operation, 127 new jobs will be created. Increased earnings of \$6.6 million will be generated by the Urban Cultural Park.

Investments in new restaurant and retail facilities are projected at over \$1.7 million. These investments alone will generate increased property tax collections of \$40,000 for the City and \$42,000 for the City school district.

Other communities which have adopted the Urban Cultural Park concept (i.e., Lowell, Massachusetts) are finding that for every single dollar of local government expenditure, the private sector has invested \$14. This

has been achieved through cooperation among public (federal, state and local) and private interests. A total capital investment of \$6.5 million would potentially generate over \$90 million in private investment in Kingston.

F. PARK MANAGEMENT/ORGANIZATIONAL STRUCTURE

The management structure for the Kingston Urban Cultural Park is based upon a two-stage program. The first stage includes the creation of an Urban Cultural Park Advisory Commission to work in conjunction with a program director. The second stage, or long-range plan, includes the development of a more substantial staff assigned to the Urban Cultural Park. This staff will include an overall director, a program director, bookkeeper, secretary and a contingent of volunteer staff.

The management staff of the Kingston Urban Cultural Park will coordinate with various local, County, State and federal agencies to ensure the efficient and effective use of funds and other resources available for the Urban Cultural Park. The maintenance of the Urban Cultural Park will be handled by departments within the City of Kingston. Construction of public facilities within the Park will be accomplished through contracts and through in-kind service by the Departments of Engineering and Public Works. The efforts on the part of these two departments will be used as part of matching funds for State and federal grant opportunities. Other agencies such as the Kingston Office of Community Development, the Chamber of Commerce, the Ulster County Economic Development Council, and the Kingston School District will be coordinated for the efficient development of programs associated with the Kingston Urban Cultural Park.

G. SUMMARY

The following Kingston Urban Cultural Park Management Plan will discuss in detail the themes around which the Park is designed, the area which best expresses or interprets those themes, the goals and objectives around which the UCP program is formulated, planning efforts which will encourage physical improvements to the Park area, programs for Park improvements and use, the costs and benefits associated with the development of the Park, and the management structure which will be organized to operate and maintain the Kingston Urban Cultural Park. These elements are designed to provide a coordinated program for revitalization and enrichment of the quality of life in Kingston.

## KINGSTON URBAN CULTURAL PARK

### II. THEMES

Kingston's Urban Cultural Park is organized around one primary theme and two secondary themes. The primary theme is TRANSPORTATION. The secondary themes are GOVERNMENT and ARCHITECTURAL HISTORY.

In designing the statewide Urban Cultural Park system, a series of "cultural themes" were identified. Each theme represents a thread which traces some major aspect of the State's cultural development. "Urban settlement" was selected as a unifying concept for identifying and organizing these themes.

In all, nine different themes were selected: Natural Environment, Defense, Maritime Trade, Business and Capital, Railroads and Canals (Transportation), Labor and Industry, Immigration and Migration, Reform Movements, and the Flowering of Culture. Within the statewide system, individual parks would portray one or more of these themes. Each theme, however, was to be illustrated in at least one park within the system.

The size and complex nature of the statewide Urban Cultural Park system make the use of themes particularly significant. These themes serve not only to illustrate major aspects of the State's cultural development, but also help to establish a special identity for each park within the system. Themes are also used to establish relationships between resources within a single park, thus providing a continuity and understandable context which park visitors can view and use to interpret these resources.

#### A. TRANSPORTATION

Transportation has been, and continues to be, one of the most influential factors in the settlement and development of any area. Historically, the initial settlement of any frontier has taken place along major transportation routes. As populations increase, newly-settled regions depend on transportation systems to access essential products which are not available within the immediate area. As these regions grow, a pattern of interchange develops where certain products or materials are exported while others are imported to support the local economy.

Later in the development cycle, the ease, efficiency, location and nature of transportation systems have a major influence over a community's economic health and viability. When dominant transportation systems or patterns change, dramatic impacts are sometimes felt by those communities which are directly affected by such changes.

The City of Kingston provides an excellent example of the role which transportation played in New York's cultural and economic development. Located on the shore of the State's first major transportation corridor, the Hudson River, Kingston was one of the first three areas within the State to be settled by the colonists. The other such areas were New York

and Albany. All three communities were located within the Hudson River estuary, capable of accommodating the larger oceangoing vessels of that era.

As settlement of New York's interior proceeded, Kingston became important as a port. Raw materials were brought in from outlying areas by water over the D&H Canal, and over land.

The invention of the railroad and growth of the railroad industry increased Kingston's significance even further. Raw materials, including coal, could now be transported to the port of Kingston from as far away as Pennsylvania. As the Catskills were opened up to development with the help of the railroads, Kingston, with its location on the Hudson River and proximity to New York City, became the "gateway" to this important new area.

Later, the invention of the internal combustion engine and subsequent growth of the automobile and trucking industries led to the decline of the railroads as the region's major transportation system. This trend was perhaps the major contributing factor in the deceleration of Kingston's rate of growth.

In time, major local industries and even whole segments of the local economy were affected. Water-dependent business as well as those which relied on the railroads failed or relocated.

Transportation continues to exert a major influence on Kingston's growth and development. The location of the New York State Thruway has shifted the community's "front door" from the Rondout/Port area north to where the Thruway exit connects with I-587 and local routes leading into the Stockade area of the City. Recent development has been concentrated in this area, as commercial and industrial developers take advantage of proximity and access to today's dominant transportation system.

The story of the two original settlements of Kingston and Rondout and how the successive transportation modes and technologies influenced and shaped their growth, development and merger, is the central unifying theme around which the Kingston Urban Cultural Park is developed.

## B. GOVERNMENT

The City of Kingston is particularly significant in terms of the evolution of the State's government.

In 1776, New York's provincial, continental, and city public records were moved, along with those of Westchester, to Kingston for safekeeping from the British. When the British did occupy New York City, the group responsible for drafting a constitution for the State fled to Kingston. George Chanton was promptly elected as the State's first governor; the first legislature was convened, courts were established, and Kingston became New York State's first capital. (Reference Feasibility Study, page 20.)

Kingston's role as the State's first capital is central to the secondary Urban Cultural Park theme of "Government." The interpretation of this aspect of Kingston's history is already developed at the Senate House Historic Site. The rich history of the City of Kingston also provides a unique opportunity to interpret the growth and development of local government within the State at a secondary theme level as well.

Kingston was first settled as a trading post by the Dutch in the early 1600's. In 1652, this area was established as a colony under the name of Esopus. This name was later changed to Wiltwyck and finally to Kingston in 1668.

Kingston was incorporated as a City in 1872 by combining the villages of Rondout (incorporated 1849) and Kingston. This combination of the two neighboring communities was brought about at the insistence of the State Legislature, which refused to approved an application made by the Village of Rondout for a City charter unless there was a merger of the villages of Kingston, Rondout and the hamlet of Wilbur.

This story of Kingston's evolution from trading post to colony to village to city represents another dimension of the Urban Cultural Park's secondary theme of "Government."

### C. ARCHITECTURAL HISTORY

The City of Kingston has within its municipal boundary an inventory of architecturally significant buildings uncommonly large for a community its size.

Kingston boasts three national historic districts--one in the Stockade, one in the Rondout/West Strand neighborhood, and a third, the Chestnut Street Historic District, has recently been added to the National Register of Historic Places. The City also has four individual structures listed on the National Register, and 62 buildings which have been designated as City landmarks by the locally-created Landmark Preservation Commission.

Even more significant than the number of landmark buildings is the variety of architectural periods they represent. Architectural styles spanning four centuries can be observed in the Stockade district alone. These styles include Early Dutch, Federal, Greek Revival, Italianate Victorian, Stick and late 19th- and 20th-century commercial.

The existence of such a broad spectrum of representative architectural styles within so limited a physical area creates an exceptional interpretive opportunity.

With creative treatment, these valuable resources can be used to give Urban Cultural Park visitors a comprehensive look at this important dimension of New York State's history in a natural, rather than artificial, setting.

#### D. VARIATIONS FROM FEASIBILITY STUDY

The pattern of themes presented above represents a slight departure from the one which appears in the Urban Cultural Park Feasibility Study. While the primary theme of "Transportation" remains unchanged, secondary themes have been modified.

The theme of "Architectural History" has been expanded to include "Industrial Archeology" which was treated in the Feasibility Study as a separate theme. A new secondary theme of "Government" has been added to replace "Industrial Archeology" as a third Urban Cultural Park theme. The "Government" theme was initially proposed for consideration by the Office of Parks, Recreation and Historic Preservation staff. Further examination of this option revealed that this addition was not only appropriate but would, in fact, enhance the Kingston Urban Cultural Park.

#### E. SUMMARY

The story of Kingston and how it evolved, first as two neighboring communities of Kingston and Rondout and later as one city, is the basis for Kingston's Urban Cultural Park. The influence which transportation played in this story and the important role which Kingston played in the State's development as a result of this influence, form the central theme or thread around which the broader Urban Cultural Park story is woven. Government and architectural history serve as complementary secondary Urban Cultural Park themes enhancing the overall Kingston Urban Cultural Park program and serving as a focus for two other highly-significant aspects of the City and State's cultural history.

## KINGSTON URBAN CULTURAL PARK

### III. BOUNDARY

Within the statewide Urban Cultural Park system, four generic park types have been identified: (1) cohesive historic settings, (2) linked resources within one community, (3) related resources within a cohesive region, and (4) natural features of historic significance. Kingston's Urban Cultural Park is in the second category.

The park is divided into two general areas. These areas are associated with the former villages of Kingston and Rondout which were joined to form the City of Kingston in 1872.

#### A. THE RONDOUT CORRIDOR

The portion of the Urban Cultural Park which is associated with the former village of Rondout extends east and west along Rondout Creek to form a corridor. The eastern terminus of this corridor is at Kingston Point. The western terminus is the former settlement of Wilbur.

The Rondout corridor includes the Rondout/West Strand National Historic District, Island Dock and the nearby Ponckhockie neighborhood. Four significant parks are located within the boundary of this section of the Urban Cultural Park. They are Kingston Point, Hasbrouck, Block, and the recently-completed West Strand.

In addition to these considerable recreational, natural and educational resources, the Rondout corridor contains areas which have the greatest potential for economic revitalization and development, including more than three miles of waterfront.

#### B. THE UPTOWN STOCKADE

The portion of the Urban Cultural Park which is associated with the former village of Kingston is situated at the northern edge of the City. Here the Urban Cultural Park boundary encompasses the Stockade National Historic District, the City's uptown commercial district, and immediately adjacent residential neighborhoods. A number of the City's most important historic landmarks are located in this section of the Urban Cultural Park. Examples include the Courthouse, site of the first state capital, and the Senate House, a New York State historical site.

#### C. BROADWAY AND WILBUR LINKAGES

The Rondout corridor and uptown Stockade sections of the Urban Cultural Park are connected by two links. These links serve not only to connect the Urban Cultural Park's two major nodes, but also to reinforce the Park's primary theme, TRANSPORTATION.

Broadway has been designated as the Urban Cultural Park's primary link. This is particularly appropriate since this street traces what was once the main route between the villages of Kingston and Rondout. Urban Cultural Park visitors traveling this route will pass a number of significant landmarks, including Kingston's old City Hall and the Ulster Performing Arts Center, both National Register buildings.

A secondary link connects the Stockade with the western terminus of the Rondout corridor at the former settlement of Wilbur. This link also traces a historically-significant transportation route, once used to transport bluestone from the Stockade area and land beyond to Wilbur and Rondout Creek where it was transferred to boat (barge) for shipment.

#### D. THE OVERALL SYSTEM

Viewed on a map, Kingston's Urban Cultural Park appears as a roughly triangular constellation of historic, cultural and recreational resource sites. The Broadway and Wilbur Avenue links join at the Stockade to form two sides of the triangle. The Rondout corridor, which both links intersect, forms the third side.

#### E. MODIFICATIONS AND FLEXIBILITY

The Urban Cultural Park boundary is intended to incorporate "the full geographic extent of the area considered necessary and desirable for the purposes of protecting and preserving pertinent resources and the scenic integrity of the park." It is anticipated that as the Park develops, its boundary may change to remain consistent with this definition.

In fact, the boundary as currently defined represents a change from the one outlined in the Urban Cultural Park Feasibility Study. Revision in the original Rondout corridor boundary includes addition of a northeastern portion of the Ponckhockie neighborhood and the Hutton Brick Company and Limestone caves north of Delaware Avenue.

The Uptown Stockade boundary has been expanded to include a protective buffer zone west of the original perimeter to Washington Avenue. This buffer extends south as far as Linderman Avenue and north to Clinton Avenue extension.

In addition, the entire boundary has been extended to follow back property lines rather than streets. This rule has been applied to the Broadway and Wilbur Avenue links as well as the two major sections. It has not, however, been applied to the Washington Avenue buffer described earlier.

The shift from streets to back property lines was made to capture properties on both sides of perimeter streets, thus protecting the edges of the Park from inappropriate development. The Washington Avenue addition was made to create a visual buffer along an edge of the Park which is considered particularly sensitive and highly visible due to its proximity to the main point of access to the Park. The Hutton Brick Company was added to protect a significant state resource and strengthen this terminus of the Rondout corridor.

F. MAPS

The maps which accompany this section of the Urban Cultural Park Management Plan illustrate and define the areas described in the preceding narrative. The maps clearly identify historic districts, parks and important landmarks.

G. COASTAL ZONE

Except for areas adjacent to Wilbur, the entire Rondout corridor section of the Urban Cultural Park falls within the boundary of Kingston's coastal area as defined in the Waterfront Revitalization and Coastal Resources act and in the City's Local Waterfront Revitalization Program (LWRP). The area referred to as the Rondout corridor, therefore, is subject to both regulations which govern the Urban Cultural Park and Local Waterfront Revitalization Program. The benefits from both programs also apply to all land within this area.

H. BOUNDARY DEFINITION

The following boundary definition will first describe the outside boundary of the extent of the Kingston Urban Cultural Park. Since the Urban Cultural Park has two areas of activity, connected by two links, the resultant shape is somewhat donut-like. Therefore, the definition of the (outside) extent of the Urban Cultural Park area will be followed by the definition of that area which is wholly within these boundaries but is not part of the Urban Cultural Park, and therefore an excluded area.

1. OUTSIDE BOUNDARY

Beginning at a point of intersection of the centerline of Washington Avenue and the north right-of-way of Clinton Avenue, the Kingston Urban Cultural Park boundary extends southerly along the centerline of Washington Avenue to a point approximately 230 feet south of the intersection with Linderman Avenue. The boundary then continues northeasterly approximately 240 feet, then southeasterly approximately 220 feet, then southwesterly approximately 240 feet to the centerline of Washington Avenue. The boundary then continues in a southeasterly direction to the center line of Marius Street where it turns northeasterly along the centerline of Marius Street to a point opposite the rear property line of the lot on the south corner of Elizabeth and Wall Street. It then continues southeasterly along the rear property lines of those properties on the southwesterly side of Wall Street to the centerline of Boulevard. It then continues northeasterly along the rear property lines of those properties on the southeast side of Greenkill Avenue to the rear property lines of

those properties on the southwest side of Wilbur Avenue. The boundary then continues southeasterly along the rear property lines of those properties abutting Wilbur Avenue to Abeel Street, where it crosses Abeel Street and continues in a southeasterly direction along the first property line to the south, to a point in the center of the Rondout Creek. The boundary then follows the centerline of the Rondout Creek to the centerline of the Hudson River. The boundary then continues along the centerline of the Hudson River northerly to a point opposite the northernmost property line of a parcel commonly known as the Hutton Brickyard. It then continues westerly along this property line to the western right-of-way of North Street. It then continues southerly along North Street to the northern right-of-way of Delaware Avenue. It then continues westerly along North Street to the west right-of-way of Rosanna Street. It then continues southerly along Rosanna Street to the rear property lines of those properties on the south side of Delaware Avenue. It then continues northwesterly along these rear property lines to the rear property lines of those properties facing the southeast side of Gross Street. The boundary then continues southwesterly along these rear property lines following the Hasbrouck Park property lines to the northwest right-of-way of Meadow Street. The boundary then continues southwesterly along Meadow Street to the western right-of-way of New York State Route 9W. The boundary then continues northerly along this right-of-way to the southern right-of-way of Hasbrouck Avenue. It then continues northwesterly along this right-of-way to a point opposite the rear property lines of those properties which abut the northwest right-of-way of Delaware Avenue. It then continues westerly along these rear property lines to the rear property lines of those properties which abut the north side of Broadway. The boundary then continues westerly along these rear property lines to the centerline of Albany Avenue. It then continues northeasterly along the centerline of Albany Avenue to the right-of-way of the abandoned Ulster Delaware Railroad. It then continues northwesterly along this right-of-way until it intersects with the northern right-of-way of Clinton Avenue, where it continues northwesterly along this right-of-way until it intersects the centerline of Washington Avenue, the point of beginning.

## 2. EXCLUDED AREA

Beginning at a point at the intersection of the northwest right-of-way of St. James Street and the south right-of-way of Broadway, the UCP boundary extends southwesterly along the northwest right-of-way of St. James Street to the rear property line of those properties fronting on Broadway on the west corner of Broadway and St. James Street. It then continues in a northwesterly direction along these rear property lines to the rear property lines of those properties abutting the southeast side of Maiden Lane. The boundary then continues southwesterly along these rear property lines to a point approximately 130 feet, then southeasterly crossing St. James Street to the rear property line of those properties on the southeast side of St. James Street. It then continues southwesterly along the rear property lines of those properties abutting St. James Street, to the rear property lines of those properties abutting the northeast side of Fair Street. The boundary then continues southeasterly along

these rear property lines to the rear property lines of those properties facing the northwest side of Greenkill Avenue. It then continues northeasterly along these rear property lines to the centerline of Wilbur Avenue. The boundary then continues southeasterly along the centerline of Wilbur Avenue approximately 160 feet to a point opposite the side property line of the lot on the north corner of Wilbur and Greenkill Avenues. It then continues northeasterly approximately 100 feet to the property line of the lot on the north corner of Greenkill Avenue and St. James Avenue (which is perpendicular to Greenkill Avenue). The boundary then continues southeasterly along this property line to the centerline of Greenkill Avenue. It then continues northeasterly along the centerline of Greenkill Avenue to a point opposite the rear property lines of those properties abutting the northeast side of Wilbur Avenue southeast of Greenkill Avenue. The boundary then continues southerly along these property lines to the centerline of Dewitt Street. It then continues easterly along the centerline of Dewitt Street to the end of Dewitt Street. The boundary then continues southerly along the rear property lines of these properties abutting the northwest side of Abeel Street to the rear property lines of those properties abutting the west side of Hudson Street. It then continues northerly along the rear of these properties to the end of the centerline of West Pierpont Street. The boundary then turns and continues northwest to the southwest right-of-way of West Chestnut Street. It then continues northerly along the right-of-way of West Chestnut Street to the centerline of Montrepose Avenue. The boundary then continues westerly along the centerline of Montrepose Avenue to a point opposite the rear property lines of those properties facing the northwest side of West Chestnut Street north of Montrepose Avenue. It then continues northerly along the rear property lines of these properties to the rear property lines of those properties abutting the south side of Broadway. The boundary then continues westerly along those property lines to the northwest right-of-way of St. James Street and the point of beginning.

**For the purpose of this boundary definition, a side yard of a corner lot fronting on a side street of a street identified in this text is considered a rear property line.**



## KINGSTON URBAN CULTURAL PARK

### IV. GOALS, OBJECTIVES AND PERFORMANCE STANDARDS

New York's Urban Cultural Park program has identified four goals which are central to the statewide Urban Cultural Park system. System goal categories are preservation, education, recreation, and economic development. These system goals serve as a framework within which related goals for each Urban Cultural Park are developed. These individual park goals are, in turn, reflected in a series of specific objectives. Finally, performance standards by which progress towards these objectives may be measured, are defined.

The following section of Kingston's Urban Cultural Park Management Plan described local program goals and objectives in the context of the four system goals.

Each subsection begins with a restatement of one of the four system goals as defined by the April, 1980, New York State Urban Cultural Park Systems Progress Report to the Legislature. Kingston Urban Cultural Park goals which relate to this particular system goal follows. Specific objectives relating to this goal appear next along with their corresponding performance standards.

The objectives which appear in this report are consistent with the earlier Feasibility Study but not identical in every instance. Some re-wording has been introduced in an attempt to clarify and further define objectives. In other places, objectives have been added to reflect new community efforts.

Two objectives which appeared in the Feasibility Study have been eliminated. The first dealt with "maximizing equitable housing opportunities for people of all income levels." The second dealt with maintaining "tax ratables until alternative uses become feasible."

Both these items are treated in this Management Plan as policies rather than objectives. As separate objectives, these issues may be overlooked or receive insufficient attention as individual programs and actions are contemplated. As policies, they will be taken into consideration as the full range of Urban Cultural Park programs and actions are considered.

A third objective which appears in the Feasibility Study is treated in this Management Plan as a goal because of its general nature. That objective-turned-goal is "assure a net fiscal benefit to the City."

The following is the list of goals, objectives and performance standards as they have been defined for the purposes of the Kingston Urban Cultural Park Management Plan.

## SYSTEM GOAL: PRESERVATION

**Preserve** the basic historic setting, natural features, and unique character which are the basis of the park and the system.

### PARK GOALS:

- Preserve the historic buildings and settings in the Stockade and West Strand/Rondout historic districts and in other areas within the Kingston Urban Cultural Park.
- Preserve and improve the natural beauty and character of land within the Park and the Rondout waterfront in particular.

### PARK OBJECTIVES

### PERFORMANCE STANDARDS

Rehabilitate a building in the Stockade district for use as a Visitor/Interpretive Center.

Number of buildings rehabilitated.

Rehabilitate the Freeman building.

Restore/rehabilitate lighthouse at museum/visitor attraction.

Rehabilitate historical buildings in the Ponckhockie, Rondout and Wilbur neighborhoods.

Rehabilitate historically/culturally significant institutional buildings within the Park.

Strengthen and expand historic in the West Strand District for mixed commercial/residential use. Preservation/landmark ordinances to further protect significant resources within the Park.

Appropriate historic preservation/landmark ordinances adopted by City/County and in force.

Implement a facade improvement program along Broadway.

Number of facades improved as part of Broadway facade improvement programs.

Eliminate junkyards and other culturally significant residential blighting influences from Rondout corridor.

Number of junkyards and similar facilities relocated.

Restore/rehabilitate bulkheads along Rondout waterfront.

Linear feet of bulkhead rehabilitated.

Coordinate the review and implementation efforts of agencies dealing with preservation and revitalization within the UCP.

UCP coordinating mechanism developed and functioning.

### SYSTEM GOAL: EDUCATION

**Educate** residents and visitors about the history of the setting, its role in New York's cultural growth, and its relationship to their current way of life.

#### PARK GOALS:

- . Educate the citizens of Kingston and tourists on the origin and development of the City, using historically and culturally significant UCP buildings and settings.
- . Educate the citizens of Kingston and tourists on Kingston's unique contribution to the state's development as it relates to "Transportation" and "Government."

#### OBJECTIVES

#### PERFORMANCE STANDARDS

Develop and install a system of interpretive signage at key locations within the UCP.

Number of interpretive signs installed.

Design, construct, and install interpretive displays and exhibits.

Number of displays/exhibits developed.

Develop and conduct interpretive programs focused on UCP themes of Transportation, Government and Architectural History.

Number of programs developed and number of participants.

Provide educational and informational maps, brochures, and other materials which help visitors interpret UCP themes and resources.

Number and variety of materials produced and distributed.

### SYSTEM GOAL: RECREATION

**Develop recreation opportunities** which make use of the setting for active and passive enjoyment.

#### PARK GOALS:

- . Provide recreational opportunities for visitors and citizens utilizing the built, cultural and natural resources of Kingston.

**PARK OBJECTIVES**

**PERFORMANCE STANDARDS**

Maximize public access to the Rondout waterfront.	Number and size of public waterfront access locations.
Encourage/promote activities and events in public spaces.	Number of events held and number of participants.
Create a linkage system to unify resources involving various transportation modes of rail, boat, motor vehicles and pedestrian systems.	
Complete improvements of West Strand Plaza.	West Strand improvements completed.
Reinforce West Strand Park linkage to Maritime Museum.	Additional park improvements made.
Continue development of Kingston Point Park according to an updated Master Plan, including beach, lagoon and waterfront.	Master Plan updated and implemented.
Develop a park at appropriate location along Wilbur Avenue link.	Wilbur Avenue Park developed.
Upgrade Hasbrouck and Block parks via capital improvements.	Hasbrouck and Block parks upgraded.
Promote use of West Strand Park as docking location for Dayline cruises.	Number of Dayliners visiting West Strand.

**SYSTEM GOAL: ECONOMIC DEVELOPMENT**

**Encourage economic development** through private reinvestment in adaptive reuse, interpretive attractions, or other activities.

**PARK GOALS:**

- . Rehabilitate and reuse vacant and underutilized buildings within the UCP.
- . Encourage appropriate development of vacant land within the UCP.
- . Encourage the growth of cultural tourism in the Kingston area using the UCP as a focus.
- . Assure a net fiscal benefit to the City as a result of the UCP.

**PARK OBJECTIVES**

**PERFORMANCE STANDARDS**

Rehabilitate and adaptively reuse vacant and underutilized buildings in the Stockade and Rondout/West Strand historic districts and along the Rondout waterfront between Kingston Point and Wilbur.

Number of buildings rehabilitated and in productive use.

Facilitate the appropriate development of Parcel 8, south of City Hall.

Parcel 8 developed.

Provide incentives for the relocation of junkyards and other non-water-related businesses along the waterfront, and the introduction of economically viable water-dependent and water-enhanced businesses at these locations.

Number of non-water-related businesses successfully relocated within the City.

(NOTE: Non-conforming, tax-producing businesses will be allowed to continue until such time as appropriate relocation/development can be accomplished.)

Restore and adaptively reuse historic and cultural resources.

Number of resource restored and in productive use.

Provide a plan for adequate public and private parking.

Parking plan developed, determined to satisfy demand, and implemented.

Leverage public financing and expenditures to maximize private investment.

Private dollars invested.

Promote tourism using UCP as a focus.

Estimated number of tourist visitations.



## KINGSTON URBAN CULTURAL PARK

### V. PLANS FOR PHYSICAL IMPROVEMENTS

#### A. LAND USE

##### 1. APPROACH

The Kingston Urban Cultural Park themes of Transportation, Government and Architectural History lend themselves to interpretation within the context of the existing general land use patterns. However, as the level of the activity generated by the Urban Cultural Park increases, it is expected that the land use in high-activity areas will change in response to the pressures exerted by economic development.

Seasonal aspects of tourist-related Urban Cultural Park activities need to be balanced by generation of services which respond to broader community demands. The concept of multiple use is encouraged as a means of creating such a balance by generating year-round activity. The combination of commercial with industrial or retail uses is a viable approach to creating year-round economic stability within portions of the Urban Cultural Park. This kind of mixed land use and activity is being used in the Rondout/West Strand area and has contributed to the successful revitalization of that area.

The City of Kingston is also preparing a Local Waterfront Revitalization Program for its coastal areas along the Hudson River and the Rondout Creek. Where the Urban Cultural Park and coastal zone overlap, land use plans are coordinated to ensure that the goals and objectives of each program are addressed. The theme interpreted along the waterfront area for the Urban Cultural Park is transportation and, in particular, the use of water transport. This theme provides a unique opportunity for Kingston to encourage the development of strong waterfront land uses which can be supported by increased tourism.

##### 2. EXISTING LAND USE

Within the Urban Cultural Park boundary, certain smaller areas exist in which land use is particularly relevant to the themes, goals, and objectives of the park. These areas have been categorized in this plan as CORE AREAS, HISTORIC AREAS, PERIPHERAL AREAS, and LINKS.

a. Core Areas

There are three core areas within the Kingston Urban Cultural Park: the Stockade, the Rondout, and Kingston Point. These core areas contain sites and buildings which are important to the State Urban Cultural Parks system as well as the local Urban Cultural Park in terms of interpretation and visitor use.

1. Stockade

Many people who visit Kingston know little or nothing about the City's history or the role Kingston played in the development of the State. The Stockade core area focuses on introducing visitors to the Kingston Urban Cultural Park and on initial interpretation of the government theme. The Senate House Museum complex, Stockade Visitors Center, and the vacant land extending to the Catskill Mountain Rail line are included in this core area. See Drawing LU-1.

2. Rondout

The second focus for interpretation of the Urban Cultural Park transportation theme is the Rondout core area. This area includes the West Strand, lower Broadway frontage, vacant urban renewal land, the waterfront from the Cornell Shops to the Port Ewen suspension bridge, and a portion of Island Dock. A variety of land uses interpret and support this second core area including museums, mixed commercial and residential, and the beginning of a trolley line. The waterfront offers docking space, the opportunity to develop more water-related businesses, and access to this valuable natural resource. See Drawing LU-2.

3. Kingston Point

Kingston Point was, at one time, a transportation hub for day liners which came from all over the state. Visitors disembarked at the Point. From there, they traveled by railroad to destinations throughout the Catskill Mountains. Today the core area includes Kingston Point Park and a railroad bed currently used by the trolley museum as a tourist attraction. See Drawing LU-3.

b. Historic Areas

There are three historic districts in the City of Kingston: the Stockade, Rondout, and Chestnut Street Historic Districts. Under the Urban Cultural Park, these areas will become the focus of interpretation and revitalization.

1. The Stockade National Historic District

A mixture of uses exists within the Stockade Historic District including commercial, retail, office, government (the County Seat), multi- and single-family residential, and public and institutional uses. This area includes the City's central business district and is not only historically the center of government for New York State, but also the center of government for Ulster County. The diversity of activity and the history of this area has created opportunities for economic growth through full utilization of existing structures. See Drawing LU-4.

2. The Rondout National Historic District

Prominent uses in the Rondout Historic District include commercial at the fringe of the district along Broadway and the West Strand and both single- and multi-family residential. Like the Stockade, churches are prevalent. However, in the Rondout, the contrast of smaller residential properties creates a strong visual image. The development of multiple commercial and residential uses has encouraged the redevelopment of the historic resources in the Rondout neighborhood. See Drawing LU-5.

3. Chestnut Street Historic District

This historic district has recently been listed on the National Register of Historic Places. It is a residential district overlooking the existing Rondout Historic District. It is primarily comprised of large, single-family homes which are slowly being converted to multi-family residential units. See Drawing LU-5.

c. Peripheral Areas

Peripheral areas will provide a backdrop to the core areas and historic districts. Although not as prevalent as the first two designations, they do provide some opportunities for interpretation and economic development. Within the peripheral areas are the Wilbur and Ponckhockie neighborhoods. As the more dominant areas are developed, these neighborhoods will become more attractive targets for revitalization. See Drawings LU-4 and LU-5.

1. Ponckhockie

This neighborhood, situated between Hasbrouck and Kingston Point, is predominantly residential in character. The preservation and revitalization of the Ponckhockie neighborhood is a high priority objective of the Urban Cultural Park program. See Drawing LU-5.

2. Wilbur

This small neighborhood at the western edge of the Urban Cultural Park Rondout Creek link is distinctive in character. Nestled between steep, wooded slopes and the creek, it provides a unique opportunity for revitalization and preservation efforts. The area has a high vacancy rate and includes commercial as well as both single- and multi-family residential uses. See Drawing LU-5.

- d. Linkages/Corridors

There are three areas which have been categorized as links or corridors: Broadway link, Wilbur link and the Rondout Creek corridor. These areas will connect the major activity areas to create a comprehensive city-scale perspective of Kingston's settlement and unique resources.

1. Broadway Link

The main route between the Villages of Kingston and Rondout was Broadway. When the City of Kingston combined these two villages, the first City Hall was constructed midway between them on Broadway. Since then, a new City Hall has been built in the Rondout area. This area includes primarily commercial and industrial uses as well as the City's hospital and high school; today, Broadway is the focus of economic revitalization efforts. This mix of uses within a strip development creates unique opportunities for creating land use patterns based upon the major uses of the school, hospital, the Performing Arts Center, and the numerous industries located along the Broadway Corridor. See Drawing LU-4 and LU-5.

2. Wilbur Link

Wilbur Avenue was the original route for wagons carrying bluestone to be shipped down the Rondout Creek to the Hudson River ports beyond. This historic route connects the Uptown Stockade area with the Wilbur Settlement and then, via the Rondout Creek corridor to the Rondout and Kingston Point core areas. The Wilbur Avenue link brings visitors through less populated, natural areas of the City. While

this area is predominantly residential in character, the Tobacco Company located in an old school building provides an interpretive opportunity not found elsewhere in the Urban Cultural Park. See Drawings LU-4 and LU-5.

### 3. Rondout Creek Corridor

The Rondout Creek corridor stretches from Wilbur to Kingston Point and includes the Wilbur neighborhood, West Strand, and Kingston Point Park. This waterfront area corridor provides opportunities for both vehicular and boat transport and encourages revitalization efforts along the Rondout Creek. Land uses vary within this area from water-related public and private recreation to shipbuilding and water-dependent utility port activities to non-water-related scrapyards to water-enhanced commercial and residential uses. See Drawing LU-5.

## 3. SIGNIFICANT AREAS, SITES, AND BUILDINGS

Within the Urban Cultural Park boundary, certain resources have been identified and will be utilized as features for interpretation, recreation, and educational purposes in conjunction with the Urban Cultural Park. These resources are grouped into areas, sites, and buildings in order to illustrate the context within which these resources contribute to the overall park.

### a. Significant Areas

Kingston developed as a number of independent communities and neighborhoods which eventually came together to form the City as it now exists. Different themes and different historical highlights can be illustrated within these separate areas. The revitalization of these different neighborhoods should be centered around their own particular historical background. The following are significant areas which will be developed as an educational and interpretive tool for the Kingston Urban Cultural Park.

#### 1. Stockade National Historic District

This historic district encompasses the area of the original stockade constructed in 1658 for protection from the Indians. The sharp declivities which enclose three sides of the plateau provided the colonists with a more defensible location and remain very apparent in uptown Kingston.

2. Rondout/West Strand National Historic District

This historic district is highly contrasted with the Stockade District. The Rondout developed around the river trade and the industries which depended on the river and the D&H Canal to receive raw materials and transport their products.

3. Chestnut Street Historic District

This historic residential district was built by the leaders of industry in the Rondout and Hudson River Valley around Kingston. The large mansions in this district overlook the Rondout and have picturesque views of the river valley.

4. Wilbur

The site of the former settlement of Wilbur provides the western terminus to the Rondout Creek corridor. The architectural vernacular of the buildings located around the Davis, Dunn, and Abeel Street triangle is quite distinctive. Historically, the waterfront parcels were the location of the Fitch's Stone Yard.

5. Ponckhockie

The Ponckhockie neighborhood possesses a unique residential quality and includes several historic structures. The Ponckhockie Congregational Church is one of the earliest cast concrete buildings in the country. In Ponckhockie, there are several well-maintained historic homes which are classic examples of various residential styles. These include the Thompkins House, the Cordts Mansion, and the Moses Yeomans House.

b. Significant Sites

Within the Urban Cultural Park, there are numerous sites which have historical relevance to the development of Kingston. These sites are not as large as an area which contains numerous land uses and multiple ownership; they are generally under one owner and have one theme or purpose. Significant sites include building complexes, parks, or currently vacant land which will be utilized in the interpretive, recreational, educational, or revitalization activities of the Kingston Urban Cultural Park.

1. Senate House State Historic Site

This historic site is located in the northeast corner of the Stockade Historic District bordering Clinton Avenue, North Front Street, and Fair Street. The site is comprised of three buildings, the Old Senate House, the Senate House

Museum, and the Loughran House and receives in excess of 26,000 visitors annually. The first State Senate met in the Senate House in April 1777 to adopt New York State's first constitution. The Senate House Museum was constructed in 1927 southwest of the Senate House and contains a research library, artifacts, and art indigenous to the Kingston region. It is primarily noted for its collection of paintings by Kingston native John Vanderlyn, portrait and landscape artist of the 19th century.

The Senate House site is owned by the State of New York and is open to the public on a regularly-scheduled basis. It is well maintained and offers a tremendous educational and interpretive opportunity to visitors of Kingston.

2. Louw Bougardus Ruins

This historic site is located on Converse Street in the northwest corner of the Stockade Historic District. The site includes the partial reconstruction of one of the original buildings in Kingston. These ruins illustrate the construction technique used during the 17th century in Kingston.

3. Academy Green

This triangularly-shaped municipal park marks the site of the signing of a treaty in 1660 by Peter Stuyvesant and the Esopus Indians as well as an earlier site of the Kingston Academy. Its strategic location adjacent to two major entrance corridors to Kingston via Clinton Avenue and Col. Chandler Drive makes it a highly visible and easily accessible open space. The park is presently well maintained and receives steady use by Kingstonians. As an historic park with easy access, it presents an ideal opportunity for passive recreation to Kingston residents as well as Urban Cultural Park visitors.

4. Island Dock

This elongated, 13.5-acre, man-made island within the Rondout Creek is located directly adjacent to Rondout and is, perhaps, the most prominent feature in the Corridor. Island Dock was the site of storage and cargo transfer, primarily anthracite coal, from the canal barge to river barge throughout the duration of the Delaware and Hudson Canal. Today, a small portion of the privately-owned island is used for storage with the majority of the site being vacant and underutilized. Due to its prominent location and significance to the industrial archeology and transportation history of Kingston, Island Dock offers a variety of opportunities for interpretive education in the Urban Cultural Park. The island, or a portion thereof, is

an appropriate location for a park containing interpretive features on the interface of industry and transportation in Kingston.

5. West Strand Park

The West Strand Park was an early action project of Kingston's Urban Cultural Park. Located adjacent to the Freeman Building and West Strand Row and extending along the waterfront from the new 9W bridge to Ravine Street, the park is designed to include interpretive exhibits of the Rondout and encourage private investment in the rehabilitation on the adjoining historic buildings. The City perceives the West Strand Park as an opportunity to demonstrate the City's commitment to the Urban Cultural Parks program and revitalization efforts of the Rondout.

6. Company Hill Path

This historic footpath once connected the West Strand to Abeel Street by traversing steep slopes. The path is presently undermaintained and requires considerable upgrading. The re-establishment of a pleasant pedestrian connection from the Rondout neighborhood would facilitate park access and encourage park use. It also provides a pedestrian link from the West Strand Park to the suspension bridge.

7. Urban Renewal Area

The City presently owns the 5-acre vacant urban renewal parcel bordered by Meadow, Broadway, and Ferry Streets. The new 9W bridge bisects this parcel. This highly-visible site is the largest contiguous development parcel in the Rondout, and its future use will have an important impact upon the image of the Rondout and achievement of local and state Urban Cultural Park objectives. Development guidelines which respect the historic western facade of Broadway and the site's high visibility have been established for the site. The site offers some unique opportunities for the Urban Cultural Park.

This site is currently under consideration as a multiple use residential/commercial development. The quality of this development will play a large part in determining the future success of the Broadway/West Strand revitalization efforts.

8. Kingston Point Park

Plans for the reclamation of a former landfill site at Kingston Point as a major recreation center were developed in 1978. Funding has been obtained for Phase I and II of the plan which includes a variety of active and passive recreation features in a waterfront location.

Construction of Phase I has covered what was formerly a landfill and will continue this spring. Kingston Point Park will afford a major recreation amenity to the City residents and Urban Cultural Park users. Signage and improved pedestrian connections to the Ponckhockie and West Strand neighborhoods will encourage greater use of the park.

9. West Shore Railroad Trestle

The historic railroad trestle crossing the Rondout Creek at a towering height provides a classic monument to the significance of rail transportation in Kingston's development. Constructed in ca. 1895 and owned by the New York Central Railroad, the trestle continues to provide a major service to rail transport in the region. From many vantage points along the Rondout Creek, the visual dominance of this trestle as it crosses the tidewater terminus of the historic D & H Canal is a unique symbolic reminder of the railroad's superiority which ultimately led to the demise of the canal in 1898. The West Shore Railroad Trestle is a leading candidate for listing on the National Register.

10. Port Ewen Suspension Bridge

The suspension bridge is on the National Register of Historic Places and, like the railroad trestle, is a dominant visual feature of the Rondout Corridor. There are provisions for a pedestrian crossing separated from vehicular traffic over the bridge in both directions. These offer an exciting and picturesque view of the entire Rondout Creek Corridor from Kingston Point to Wilbur.

The new 9W bridge to the west has relieved a majority of the traffic which once crossed the suspension bridge. Aside from its historical and structural interest, the suspension bridge affords the Urban Cultural Park visitor a place to view from above the entire Rondout Corridor and see its contextual relationship to the surrounding natural resources. Pedestrian access to the bridge walk should be better defined.

Prior to the existence of the suspension bridge, the skilly-pot ferry shuttled persons across the creek. The evolution in creek crossings is one example of how changes in transportation mode and technology played a vital part of Kingston's history.

11. Hutton Brick Company

One of two remaining brickyards still functioning along the Hudson River, the Hutton Brick Company, dates from pre-Civil War days. This historic site is presently under consideration for redevelopment as a commercial project. Redevelopment of this site could assist the interpretive efforts of the Kingston Urban Cultural Park. Many of the original buildings are still in existence.

The rail line which once serviced the brickyards is still in place and could be reactivated to extend the present trolley line out from the West Strand area, thereby linking the Hutton Brick Company directly with the Rondout area.

12. Hasbrouck Park

This major city park is located between the Rondout and Ponckhockie neighborhoods and offers picturesque vistas to the Hudson River and Rondout corridor. The parkland is presently underutilized but with improvements can become an integral Urban Cultural Park feature. The steep wooded slopes which define the park area make access to the park difficult, especially from the West Strand. A well designed trail system which traverses the slopes to the upper plateau from the West Strand would facilitate pedestrian access. The abandoned segment of Union Street from the intersection of Yeomans Street could easily be upgraded as a bike trail to the park. Recreation fields are presently used for group outings. Further development of the park is contemplated under the Urban Cultural Park program.

13. Block Park

Block Park is a city-owned park presently receiving moderate to heavy use, and it should remain an integral feature of the recreation objectives of the Urban Cultural Park. The park is presently separated from the Rondout Creek by a narrow, vacant, and unmaintained parcel. The expansion of Block Park to the waterfront could greatly enhance the park's image and allow for waterfront activities such as a small public boat launch.

#### 14. Cornell Park

Located in the Rondout neighborhood, the Cornell Park is divided by topography into a passive park on the upper level and a playground on the lower level. Improvements to this park over the years have encouraged the rehabilitation of adjoining properties. An upgrading of this park over the eight-year UCP program period will continue to stimulate the redevelopment of the Rondout neighborhood.

#### c. Significant Buildings

There are many historic buildings within the Kingston Urban Cultural Park. These buildings will be utilized for interpretive focus either as part of a significant area or as part of a theme "story line." Because of their location, architectural prominence, or history, certain buildings will play more of an independent role in the interpretive recreational, educational or revitalization focus of the Kingston Urban Cultural Park.

##### 1. Historic Kingston UCP Visitors Center

The Stockade Visitors Center is a Kingston Designated Landmark currently owned by the State. Ideally located at 308 Clinton Avenue in proximity to the Senate House Complex and existing rail line, the Visitors Center is easily accessible from the Thruway with additional parking accommodations nearby at the Senate House parking lot and at the municipal parking garage.

The Kingston Urban Cultural Park Visitors Center will be used to inform visitors about community and Urban Cultural Park resources and provide them with an orientation on Urban Cultural Park themes and how to interpret them.

##### 2. Hudson River Maritime Center

Operating with limited funding and under enthusiastic directorship, the Maritime Center became a reality on the July 4th weekend of 1980. The Center displays exhibits on the maritime heritage of the Hudson River, sponsors training courses, films, water festivals, and boat trips and includes boat preservation activities, research, educational programs, and interpretive exhibits on construction and operation. Continued development of the Maritime Center with its objectives of preservation, education and recreation is integral to a successful Rondout/West Strand node.

3. Rondout 2 Lighthouse

Listed as a National Register site, the Rondout 2 Lighthouse aided in navigation of the Hudson River and Rondout Harbor. This historic live-in lighthouse which was the symbolic entrance to Kingston from the water is operating as a museum by the Hudson River Maritime Center. Accessible only from the water, a lighthouse landing for a vessel en route up the Rondout Creek makes it a unique opportunity for tours of the building.

Currently, efforts are underway to re-establish the bulkhead out to the lighthouse to provide pedestrian access to this rich resource.

The lighthouse has also been selected to symbolize the Kingston Urban Cultural Park as the major element of the Urban Cultural Park logo.

4. Millens Steel Building

This historic brick industrial structure along Rondout Creek was originally a boiler shop. Today the Millens Steel and Fabricating Service, Inc. occupies the building. The industry is a non-water dependent use and possibilities for relocation or re-orientation to more water dependent uses should be explored. The under-utilized waterfront adjacent to the building and extending west to the 9W bridge is a logical extension of the West Strand Park.

5. Cornell Steamship Company Shops

These waterfront, City landmark buildings located at 94-112 East Strand are significant landmarks in the Rondout Creek National Register. Once the site of steamboat construction, repair, and maintenance activities, the privately owned buildings today are used as artist studios and residential lofts. Whereas this is water enhancing and compatible land use, alternate opportunities for adaptive re-use which may integrate more directly with the Urban Cultural Park should be explored upon sale or change in use.

6. Forst Packing Company

Located on Abeel Street at the southern end of Hone Street, the Forst Packing plant is an example of individual business decline brought on by changes in transportation technology. This facility was originally sited on Rondout Creek as a means of disposing of processing by-products and to facilitate the delivery of raw materials and the shipment of packed meat products by rail. The company later fell victim to increasingly stringent environmental con-

trols and the fact that an engineering interstate highway system ultimately made shipment of dressed meats from other parts of the county more competitive.

This building is currently under consideration for major private sector revitalization efforts.

7. Feeney's Boat Yard

Always known for its shipbuilding, Kingston has been involved at various times in the production of barges, commercial vessels, and warships. Once a popular industry along the Rondout Creek, barge building has all but been eliminated. Feeney's Boat Yard is the first of such operations in the Rondout Corridor. Located just west of Wilbur along Rondout Creek, this privately-owned, water-dependent operation offers the opportunity to create an interpretive display on barge and boat construction for Urban Cultural Park users.

8. S. & W. B. Fitch Bluestone Company Office Building

This Kingston Designated Landmark has been recently renovated as a private residence in extraordinary condition. This building once served as the main office for the S. & W. B. Fitch Bluestone Company, a leading industry in the Rondout Creek area. The Fitch Building is an extremely unique example of the eclectic classicism style of architecture.

9. Ulster Performing Arts Center

This National Register theater was built in the 1920's as a music palace. Most of its features are still intact. The theatre has a seating capacity of 1400 persons, excellent acoustics, and a large stage tower for scenery.

10. Old City Hall

A National Register building of Italianate design by Arthur Cooks, completed in 1872, this building will be revitalized for use as a medical building.

11. Churches

In Kingston, as in many other communities, churches have played a major role in the social and architectural development of the city. Churches in the Rondout and Ponckhockie neighborhoods are architecturally dominant while churches in the Stockade, although not dominant, contribute to the overall ambiance of the area. The history of these

churches and the role they played provides a view of Kingston not interpreted through industry transportation or government themes.

#### 4. PROPOSED LAND USES

##### a. Core Areas

Land use within core areas should assist in the interpretation of the State Urban Cultural Park system through interpretation, recreation, education or revitalization efforts which highlight the local park theme or depict the goals of state or local efforts. Kingston has three core areas each with its own emphasis focusing on the goals and objectives of the local and state system.

##### 1. Stockade Core Area

Proposed land use for this small core area focuses on initiating the visitor to the state and local Urban Cultural Park. The area is comprised of the Historic Kingston UCP Visitors Center; the Senate House State Historic Site, which will serve as the interpretive focus of the government theme; and land extending down behind the Historic Kingston UCP Visitors Center to the railroad tracks, which now is occupied by a lumberyard.

##### a. Short Range:

No change is recommended while the Urban Cultural Park is establishing itself. The existing land uses in the Stockade core area will best serve the Urban Cultural Park during its formative years.

##### b. Long Range:

As the Urban Cultural Park becomes established, other private investment will take advantage of the increased tourist activity. Once such action already being discussed is the activation of the Catskill Mountain Rail line. A terminal for the rail line could be located near the lumber yard below the Historic Kingston UCP Visitors Center. The rail line would take visitors on excursions into the Catskill Mountains and become an integral part of the Kingston Urban Cultural Park.

## 2. Rondout Core Area

The focus of this second core is the Waterfront and Transportation theme. Museums and waterfront activity are increasing and improving in quality. The overall economic condition of this core area has recently improved with rehabilitation efforts in the West Strand and along lower Broadway. Development interests are also focusing on the vacant Urban Renewal Land on the east side of Broadway.

### a. Short Range:

The Maritime Museum currently functions as a secondary visitor's center by providing space for information and displays. The museum's own success has limited the space provided for Urban Cultural Park activities. This is not necessarily a problem at this time since available resources and energy should be focused on the Visitors Center in the Stockade area until the Urban Cultural Park program is functioning.

The continued rehabilitation of historic buildings in the Rondout core area as multi-use commercial on lower floors and residential/office on upper floors should be encouraged. Provision of parking for this development is important not only for rehabilitation efforts, but for the success of the Urban Cultural Park program as well. Adequate off-street parking should be provided for continued growth.

The Trolley Museum has continued to grow as an attraction to the Rondout. This facility should be encouraged to remain as a viable resource for the area.

Proposals for the development of the vacant Urban Renewal parcels have been submitted to the city for consideration. The emphasis of these submittals has been as a multi-use, commercial/residential project. The activities proposed are in harmony with the land use characteristics for this core area, however, care should be taken to allow for adequate parking for this intense activity area of the Rondout.

### b. Long Range:

Activity related to this waterfront core area is increasing each year. As tourists visit Kingston in greater numbers by boat, they will require more docking space than is presently provided. Provision should be made for more overnight and short-term docking space for larger vessels in the Rondout core area.

The increased activity already being experienced will intensify with the implementation of the Urban Cultural Park program. Visitors will require services such as restaurants, shops, and entertainment.

The adaptive reuse of existing buildings in this area will intensify with the success of the Urban Cultural Park. Building owners will become more motivated to consider altering their uses in response to needs created by this increased activity. For example, the former Cornell Steamship Company Shops could be expanded from artists studios into an art gallery while still retaining the residential loft apartments above.

West Strand Park should be extended to the Suspension Bridge, and the tip of Island Dock should be developed into a park. Views of the West Strand and Rondout from Island Dock are excellent for interpretation and every effort should be made to incorporate this park into the overall redevelopment of Island Dock as part of the Urban Cultural Park Plan. (See Recreation Plan.)

As the success of the Kingston Urban Cultural Park continues, the need for a second Visitors Center similar to the Stockade Visitors Center will require additional space beyond that presently provided at the Maritime Museum. A Visitors Center independent of the space requirements of another use is part of the long-range development plans for the Rondout core area.

### 3. Kingston Point Core Area

Kingston Point Park is the primary use of this area. The development of this park will implement the land use changes proposed for this third core area.

#### a. Short Range:

The continuation of improvements to the Kingston Point Park will include restroom facilities and landscaping. Improvements by the Trolley Museum to the railroad track and bed in this area will extend the trolley run out to the point and along the west shore of the lagoon to the Hutton Brick Company north of the Park.

b. Long Range:

As increased activity in the Urban Cultural Park increases, so will the demand for recreation. The Kingston Point Park provides these activities as part of its overall master plan. The re-establishment of a day liner dock at the terminal of the trolley line will provide the focus of the future development of Kingston Point.

b. Visitor Support Facilities

The existing inventory of restaurants and lodging accommodations in the Kingston area is adequate to support increased visitation in the Urban Cultural Park during the early stages of the park's development. However, the distribution of these service resources is disproportionately concentrated in and around the Stockade section of the City. In contrast, the Rondout corridor is devoid of lodging facilities (except for marina slips) and inadequately supplied with restaurants.

The distribution of parking is similar with overall facilities being adequate uptown while shortages exist along the waterfront, particularly in the West Strand area and east beyond the Maritime Museum.

1. Restaurants

The Kingston Yellow Pages list 174 restaurants. A fair portion of these eating places are in or within easy driving distance of the City of Kingston. They range from diners, fast food, and small family restaurants to elegant establishments specializing in continental, French, and Italian cuisine. The Hoffman House Tavern on Front Street occupies a landmark building dating back to 1711.

While the Rondout corridor has been identified as a priority area for additional restaurant facilities, the commercial sections of the Stockade and Broadway link also offer good potential for further restaurant uses as economic development activities stimulate the need for this category of service facility.

2. Lodging

The I Love New York Ulster County Travel Guide, published by the Ulster County Public Information Office, lists 40 places of lodging in the Kingston-Saugerties-Woodstock

area. These include 26 motels, 9 inns, and 5 cabins/cottage establishments. In all, these lodging facilities contain over 1,400 rooms. Motels alone account for two-thirds of this number.

Urban Cultural Park visitors may choose from smaller accommodations like the Pine Creek Cottages (six cabins) or Sunset Park Motel (nine rooms) to larger, national chain motels including Howard Johnsons (116 rooms), the Ramada Inn (100 rooms), or the Holiday Inn (212 rooms).

Although the Urban Cultural Park, by itself, will not generate a need for additional overnight accommodations, Urban Cultural Park-related economic development efforts combined with other tourism and industrial expansion activities may create enough demand to support additional motel rooms in the Kingston area. However, such facilities would probably be located outside the Urban Cultural Park boundary just north of the City. Within the Urban Cultural Park boundary, the potential for developing additional, smaller-scale lodging facilities exists along the Rondout waterfront within zones designated to accommodate this type of development.

### 3. Parking

Most of the immediate need for additional parking within the Urban Cultural Park exists along the waterfront, especially in the West Strand core and east from that point. Adequate parking must be developed in this area to support recent and anticipated development in West Strand and along lower Broadway including Parcels 8 and 9.

A second area of need for additional parking is the southern portion of the Stockade Historic District. The municipal parking garage and public lots on Front Street provide adequate parking for the northern section of this district. However, the southern portion of the district which includes professional offices as well as residential use has very little off-street parking. Sections of this area not exclusively devoted to residential use are appropriate for possible conversion for parking use.

A third area of parking need is Central Broadway. Uneven distribution of parking in this area is a long-standing need.

c. Interpretive Program Development

Interpretation of the natural and built environment has been identified by the State as a key component of the Urban Cultural Park. This management plan document contains a component which describes plans for interpretation in detail.

Significant land use considerations which relate to the interpretive aspect of the Urban Cultural Park include the establishment of visitors centers, the identification and interpretation of sites within the Urban Cultural Park which have special significance, and the delineation of tours which bring Urban Cultural Park visitors into contact with entire segments of the park. Certain portions of these tours will cover landmark buildings and sites while others will pass through areas which serve as a context within which major landmarks may be viewed and understood.

I. Visitors Centers

An historic landmark, owned by the State and situated across the street from the Senate House historic site, will be used as the primary Visitors Interpretive Center for the Urban Cultural Park. Renovation of this building has already been completed, as have associated parking and other site improvements.

A second Visitors Center will be operated out of the Maritime Museum on East Strand. This facility is already in use as a museum, and the Visitors Center function is compatible with that use. As Urban Cultural Park activity increases, it may become desirable to relocate this second center to another location with more space. Identification of specific potential sites must, however, await more clearly defined program needs.

2. Significant Sites

Significant sites have been identified and discussed earlier in this land use section and in the interpretive component of the Urban Cultural Park Management Plan. The Urban Cultural Park land use plan proposes that current or compatible uses be maintained for all these sites to preserve them as historic resources and enhance their interpretive value. Where appropriate, compatible service facilities such as parking, retail, and other commercial and public uses should be developed near these sites to improve their immediate environment and attract more activity in their vicinity.

### 3. Tours

Tours identified in the interpretive component of this management plan pass through additional significant areas. The presence of tour routes indicates that certain streets or sections are particularly rich in historic resources. If development occurs in these areas, care should be taken to insure that it respects the historic significance and textures of these areas.

#### d. Recreation

Recreation is one of four major priority areas in the Urban Cultural Park program. The recreation component of this management plan contains a map identifying major recreation land uses within the Urban Cultural Park. These include public parks, plazas, and other open spaces as well as segments of the waterfront and certain circulation routes.

The most important changes proposed in the existing inventory of recreation-related land use involve the upgrading/improvement of existing areas. Significant areas of recreation land use expansion include development of new parks on Island Dock, along Wilbur Avenue, and somewhere in the Stockade District.

These new parks will enhance the appeal of three high-priority areas which are targeted for increased use as the Urban Cultural Park develops.

Another area in which the Urban Cultural Park Management Plan proposes expansion of land use for recreation purposes is the waterfront. Both the Urban Cultural Park and the Local Waterfront Revitalization Program (LWRP) call for the encouragement of marina expansion along Rondout Creek. Increased public access to the water will also be accomplished by improving the public boat launch at Kingston Point and the development of a boardwalk along the shoreline beginning at West Strand Park and extending eastward past the Maritime Museum as economic development initiatives transform current uses into more water-dependent or water-enhancing ones.

This integration of recreation with other compatible land uses will create some of the most exciting and attractive spaces within the Urban Cultural Park.

The activities referred to above and described in more detail in the recreation component of this document will provide the Urban Cultural Park and its visitors with a balance of active and passive recreation opportunities and a variety of locations suitable for special events.

But, in one sense, the use of land within the Urban Cultural Park for recreation and recreation-related purpose extends even beyond these proposals for the Urban Cultural Park itself is a recreation resource. People who visit the park and participate in its programs will be doing so primarily as a form of recreation. The entire Urban Cultural Park and all the land that lies within its boundaries will, in this sense, be used for recreation.

## 5. VACANT PROPERTIES

A total of 81 vacant properties have been identified within the Urban Cultural Park boundary. While the precise number varies from month to month, this inventory is a good measure of the current situation.

### a. Location

Roughly two-thirds of the inventoried buildings are located in or around the Rondout and Stockade historic districts and in the Ponckhockie neighborhood. The highest concentration of vacant buildings is in the Rondout section. This area includes 38 of the 81 vacant buildings identified in the survey, accounting for over 40 percent.

As part of the survey mentioned above, photographs were taken of each building and basic information documented on each property. This information includes addresses, zoning, general condition, and proposed use. Where buildings were located within an historic district, this fact was also noted.

### b. Condition

Of the buildings surveyed, slightly more than half were judged to be in good to excellent condition. Another one-quarter of the buildings were judged to be in fair or fair-to-good condition, indicating the need for minor repairs. Less than one-quarter of the surveyed buildings were judged to be in less than fair condition, indicating the need for major repair or demolition.

Examining building conditions within areas of concentration, we find a disparity between uptown and the waterfront. All of the vacant buildings in the stockade area were judged to be in good condition. By contrast, half of the buildings in the Rondout and half of those in Ponckhockie were judged to be in good condition. Within the Rondout section, all vacant buildings on lower Broadway were judged to be in good condition.

c. Type

The 81 vacant buildings identified by the survey represent a variety of building types and sizes. They range from small cottages to churches, hotels, and former public buildings. They include former service stations, stores, warehouses, and factories. They are constructed of brick, wood, stone, masonry, and combinations of materials. They represent several architectural styles and range in age from almost new to venerable historic landmarks.

d. Potential

The potential represented by this collection of vacant buildings is substantial. The fact that many of these buildings are located in clusters means that putting them back into productive use would, in several cases, have a positive impact on the areas in which these buildings are located rather than simply the buildings themselves.

1. Stockade

This area is one of the most significant in the Urban Cultural Park. It is already highly developed and includes the City's currently predominant commercial district. This stockade is also the site of the Urban Cultural Park's major visitors center and the Senate House State historic site.

Adaptive reuse of buildings in this area could improve the economic viability of this part of the community. Five of the vacant buildings are located on Clinton Avenue, the designated approach to the Stockade Visitors Center. Early concentration on these buildings is recommended as a means of improving this visual corridor and revitalizing this street.

2. Rondout

This area, once the busiest in the community, now represents the best current potential for extensive revitalization. Major rehabilitation in the West Strand and the planned development of Parcels 8 and 9 east of Broadway are the first stages of trends which ultimately could involve the entire Rondout neighborhood. The productive reuse of currently vacant buildings will be an important component of the overall revitalization effort.

3. Ponckhockie

This area is smaller than the two previously mentioned. It contains no historic district and fewer vacant buildings. Ponckhockie is an historically important neighborhood which provides housing to a significant number of Kingston residents. The fact that the majority of the vacant buildings in this area are located in East Union Street makes a concentrated effort at recycling them an even more logical project.

e. Special Projects

Just as certain areas of the Urban Cultural Park warrant special attention because of their designation as historic districts or part of the City's coastal zone, so do certain specific properties because of their uniqueness or particular significance as historic resources.

The properties listed below are all vacant or, in the case of Island Dock, partially vacant and underutilized. Each property or group of properties (churches, Clinton Avenue properties) has a special significance which warrants that they be given individual attention. For this reason, they have been identified as special projects under this component of the Urban Cultural Park Management Plan.

1. Forst Packing Company

This large (34,500 square feet) brick structure is situated on Abeel Street, just west of the recently revitalized West Strand commercial district (see Number 44 survey). The facility's size, historic significance, and location make it a prime potential for adaptive reuse.

The building's current owner has indicated an interest in developing the property. The structure's size and deteriorated condition will make redevelopment costly. Recognizing this fact and the building's historic value, the City will work with the current owner (or any future owner) to assemble a feasible development package.

The City's contribution(s) may be in the form of two incentives: financing assistance and/or public improvements.

Appropriate uses of a redeveloped Forst Packing Company include other commercial, residential, and some combination of these types of uses.

2. Hutton Brick Company

One of two brickyards which can still be seen along the Hudson River, this facility was constructed prior to the American Civil War. The site includes a number of brick buildings in various conditions ranging from good to poor.

The Brick Company site is currently in private ownership and has been recently considered for a number of possible adaptive reuses.

Proposed uses for this site include retail, wholesale, or manufacturing.

The City will encourage appropriate redevelopment of this important historic resource by means similar to those mentioned under Forst Packing Company above.

A redeveloped Hutton Brick Company site would also serve as an incentive to extend current recreational trolley tours north from Kingston Point to that location. Tracks and rail bed currently extend beyond this point but would require restoration.

In finalizing the Urban Cultural Park boundary, a conscious decision was made to include this site because of its significance to New York State history and the Kingston Urban Cultural Park themes. Once redeveloped, the former brickyard will become an important component of the Urban Cultural Park's economic development program as well as an interpretive attraction.

3. Stuyvesant-Kingston Hotel

This 20th-century facility is located on the corner of Fair and John Streets in the Stockade Historic District just opposite the Senate House historic site. It appears to be in generally good condition.

The building's location and former use would make it an ideal project for restoration and resumed use as a hotel. The practical ability of this kind of hotel to compete with nearby chain motels, however, may prove to be a problem. Other potential uses include office space, residential, and use as a senior citizen complex.

The opening of the Historic Kingston UCP Visitors Center and the increased activity generated by the Urban Cultural Park will improve the feasibility of redeveloping the hotel site. Appropriate reuse of the hotel could similarly benefit the Urban Cultural Park by enhancing the physical environment and by bringing a significant number of new people into the area.

#### 4. Clinton Avenue Properties

Clinton Avenue is part of the main Urban Cultural Park circulation system. The Historic Kingston UCP Visitors Center is also located on this street as is one side of the Senate House historic site.

Five vacant buildings currently existing on Clinton Avenue within one to three blocks of the Visitors Center. These projects include a small wood frame building in good condition (290 Clinton Avenue), a three-story mixed commercial/residential structure in good condition (Main Street, corner of Clinton Avenue), the former Kirkland Hotel (255 Clinton Avenue), and a former restaurant (247-25 Clinton Avenue).

Plans currently existing to demolish the last two of these buildings and use the space for surface parking.

This land use plan proposes that all five buildings be retained and redeveloped in a concentrated effort aimed at upgrading this high visibility area of the Urban Cultural Park. This effort would include appropriate public improvements as well as rehabilitation of the building themselves.

#### 5. Churches

Three of 81 vacant buildings in the Urban Cultural Park were formerly churches. They are small, landmark churches at Three Dunn Street, (good to fair condition), the Rondout Presbyterian Church at 39 Spring Street (good to fair condition), and the First Emmanuel Church at 52 Abeel Street (good to fair condition).

These facilities represent particularly significant historic resources to the Urban Cultural Park and warrant special attention with regard to redevelopment. The nature of the buildings' architecture will impose certain economic consideration on potential areas of adaptive reuse. These constraints, however, need not prevent appropriate redevelopment of these valuable buildings.

Proposed uses of these sites include commercial, retail, services, residential, and institutional (see survey for detail).

6. Island Dock

This man-made island is situated in the Rondout Creek just west of West Strand. The island played a major part in the waterfront development. It now represents one of the most exciting opportunities for adaptive reuse within the Urban Cultural Park and the coastal zone.

At various times, Island Dock has functioned as a storage site, ship building facility, and lumberyard. A portion of this property is currently being used to store building materials. The remainder of the island is unmaintained and some areas are overgrown or filled with rubble or other debris.

Island Dock has the potential for being redeveloped for one or more of a variety of purposes. The recreation component of the Urban Cultural Park Management Plan calls for the development of a part on the island's eastern tip. The remainder of the island might serve as a site for commercial, residential, or water-dependent, water-enhanced manufacturing.

Current and proposed revitalization efforts in the West Strand area and the anticipated expansion of this activity along the waterfront will make the redevelopment of Island Dock more feasible and more attractive to potential developers.

In the case of this facility, this Management Plan does not recommend one specific category of adaptive reuse. Instead, only examples of potential reuse are offered. The ultimate use of this site will depend on opportunities which present themselves. What is important is that these opportunities be evaluated in light of the overall Urban Cultural Park and its economic development, interpretive, and recreation components.

7. Parcels 8, 10, and 11

This vacant land south of City Hall and east of lower Broadway is the largest parcel of vacant land available for development in the Urban Cultural Park.

The appropriate improvement of this parcel will support and enhance the improvements being made in the West Strand area and will act as a stimulus for further economic development in this part of the Urban Cultural Park.

The development of this site has been identified as a high-priority special project within this Urban Cultural Park Management Plan.

## B. PRESERVATION PLAN

One of the prime motives for establishing a statewide system of Urban Cultural Parks is the preservation of historic and cultural resources which are significant to and associated with the state's growth and development.

In fact, the state laws establishing the Urban Cultural Park systems require that, to be designated as an Urban Cultural Park, an area must have as a focal point "historical and cultural resources that played a vital role in the development of the community and that are also of greater than local significance" (Standards and Criteria relating to the Preservation of Properties of Architectural, Historical, or Cultural Significance Located within New York State's Urban Cultural Parks, Page 1).

The state's stated objectives with respect to historic preservation are:

"...to preserve those qualities of our built environment which exemplify our historical development;

...to rehabilitate, restore, and adaptively reuse historic properties in such a manner as to increase the economic basis of the community and as is dictated by established preservation treatments;

...to interpret historic resources for the benefit of the people of the state and visitors;

...to create through the use of these historic resources a historic atmosphere which is a viable, functional part of the visitor's total experience; and

...to maintain for future generations resources which tell the story of our past" (Page 2).

This component of the Urban Cultural Park Management Plan explains how the goals and objectives described above will be achieved at a local level within Kingston's Urban Cultural Park. It describes the Urban Cultural Park's approach to the issue of preservation. It also discusses the three existing historic districts which lie within the park boundary, the park's inventory of historic resources, and recommendations for preserving both buildings and open space. (Additional discussion relating to some of these objectives may be found under the Interpretive component of this Management Plan.)

The strategies and proposals contained in this preservation plan are designed to be compatible with and take full advantage of the City's existing preservation efforts. These efforts include the City's newly adopted zoning law, Historic Landmarks Preservation Commission, and Stockade Historic and Architectural Design District.

The Urban Cultural Park Preservation Plan is meant to supplement and enhance these existing efforts by focusing additional resources and attention on preservation activity within the Urban Cultural Park.

## 1. **APPROACH**

The first step in any preservation plan must be the identification of resources. It then makes sense to group these resources by area since focused revitalization efforts are often the most effective and since areas containing a significant concentration of resources may become eligible for nomination to the National Register of Historic Places. It is also appropriate for historical and architectural review to focus on certain designated areas.

### a. **Identification by Area**

The mere act of identifying areas, individual buildings or open spaces as historically or culturally significant enhances the prospects for their preservation and adaptive reuse.

Associating individual resources or groupings of resources with landmark designations and/or local standards and review procedures affords additional protection.

For purposes of this plan, areas designated for special preservation attention include the three core areas (Stockade/Historic Kingston UCP Visitors Center, West Strand, and Kingston Point), the three existing historic districts (Stockade, Rondout, and Chestnut Street), and additional priority areas within the City's coastal zone (Wilbur and Ponckhockie) and uptown area.

### b. **National Register Nomination**

National Register designation is an effective means of drawing additional attention to certain historic areas or individual resources and of affording them with additional protection.

Local preservation efforts will focus on National Register buildings as well as the areas referred to above. In addition, other identified areas containing concentrations of significant historic/cultural resources will be evaluated for possible National Register nomination.

### c. **Review Board**

One of the most potent tools in promoting preservation is architectural and design review. The areas and individual properties identified above will be placed under the jurisdiction of the Historic Landmarks Preservation Commission, the City's existing preservation-oriented review board. Standards and procedures set forth in the local laws establishing this Commission and

creating the Stockade Historic and Architectural Design District will be applied to these areas and properties as will applicable provisions in the recently adopted City zoning law and preservation standards established by the Secretary of Interior for the rehabilitation of historic buildings.

d. Economic Incentives

To be effective, a preservation plan must rely on a balance between incentives and constraints. Preservation efforts will be undertaken by private investors only when such efforts are in their best interest. Preservation programs which rely exclusively on controls or penalties will meet with resistance rather than support. This preservation plan, therefore, combines guidelines, standards, and other controls with economic incentives which will make preservation projects financially as well as socially attractive.

2. **EXISTING HISTORIC DISTRICTS**

While promoting preservation in all parts of the Urban Cultural Park is desirable, dissipating scarce resources and energies in this manner would have minimal impact. This preservation plan seeks instead to make optimum use of limited resources by focusing on high priority areas. Chief among these are the three existing historic districts: the Stockade, Rondout, and the recently designated Chestnut Avenue district.

a. The Stockade

This district consists of an eight-block area generally bounded by Clinton Avenue, Main Street, Green Street, and North Front Street. It contains excellent examples of architecture spanning three centuries including several structures and sites of major importance in the development of the City and the State. Among these are the Senate House where the first State constitution was drafted), the Courthouse (where General George Clinton took the oath as the State's first governor), and Academy Green (where Peter Stuyvesant signed an historic treaty with the Indians).

The Stockade is a National Register Historic District and a local Historic and Architectural Design District. The regulations and incentives which apply to these designations are already in place. The Stockade has also been identified by the Urban Cultural Park Management Plan as a high priority area.

The Stockade contains the City's prime commercial district as well as a high concentration of professional offices. The area has already been the site of considerable rehabilitation and restoration activity. The Urban Cultural Park will provide the

impetus to build upon these earlier efforts and correct some of the errors that may have been made in redeveloping portions of the district.

b. **The Rondout**

The Rondout Historic district has been designated as a second important area in which to focus preservation activities. This area is predominantly residential in contrast to the Stockade, which has evolved into a predominantly non-residential area.

The land use component of this Management Plan points out that the Rondout Historic District and areas immediately surrounding it contain over 30 of the 81 buildings within the Urban Cultural Park which are currently vacant.

A preliminary survey of these buildings indicate that all but two may be in good enough condition to preserve.

The Rondout historic district's proximity to the recently redeveloped West Strand commercial district and the waterfront makes investment in the area attractive. Economic incentives combined with additional economic development activity will make preservation projects in the Rondout district even more viable.

c. **Chestnut Street**

This recently designated historic district is smaller than the other two. It consists of a four-block residential area comprised almost entirely of larger, more expensive residences.

The designation of this area as a National Register Historic District makes tax incentives available. The size and cost of rehabilitating larger residential units make these and other incentives critically important to any successful preservation effort.

Utilizing these three historic districts as areas in which to focus Urban Cultural Park preservation efforts will insure that those efforts have an impact. Visible results in these areas will increase real property values, improve the quality of the environment, and enhance the Urban Cultural Park experience.

3. **HISTORIC RESOURCE INVENTORY**

In formulating any extensive preservation plan, it is worthwhile to go beyond the simple designation of priority areas. Therefore, an inventory of historic resources has been prepared as an additional tool in this plan's formulation and implementation.

This historic resource inventory consists of two parts. The first part of the Historic Resource Inventory is a compiled listing of Nation Register and local landmark designations within the Urban Cultural Park. Buildings on this list are appropriate targets for preservation whether or not they are located within one of the historic districts. Those that are National Register landmarks are also eligible for preservation-related tax incentives available under that program.

The expenditure of resources on preserving these individual buildings is not in violation of the strategy presented earlier (i.e., focusing on areas of concentration) because of the particular historic or cultural value of structures which have achieved landmark status.

The second part is an inventory of all buildings within the Urban Cultural Park which are outside existing historic districts.

Coding is based on the system presented in Standards and Criteria...New York State Urban Cultural Parks which are contained in the New York State Guidelines for preparation of Urban Cultural Park Management Plans. Within these areas, each building has been coded according to its historic significance.

In all other areas, this same coding system has been applied to aggregate areas containing numbers of buildings which are generally comparable in terms of system categories.

Preliminary coding of individual structures was done via visual analysis. Where additions or modifications to buildings have changed the historic character of these buildings, the coding reflected the alteration by lowering its status.

In some cases where additions appear visually separated from the original structure, the alterations were coded separately.

The results of this Inventory appear in the appendices to this Management Plan.

#### 4. SUPPLEMENTAL PRESERVATION DISTRICTS

An analysis of the historic coding information compiled in the resource inventory described in the previous section reveals that a number of areas outside existing historic districts contain sufficient concentrations of historically significant buildings to warrant preservation. These areas, which are described below (see map for additional details) are being identified as supplemental preservation districts under this Urban Cultural Park Management Plan. As such, buildings and sites within these districts will become subject to the same controls and eligible for some of the same incentives as buildings and land in the three historic districts.

Specific areas are:

a. Stockade

This new preservation district is composed of an area contiguous to the current Stockade historic district which extends westward from the district's western boundary to Washington Avenue, the boundary of the Urban Cultural Park. The northern edge of this extension is Lucas Avenue. The southern edge extends in an irregular fashion beginning just north of Len Court and extending as far south, in some places, as Henry Street.

The southeastern edge of this supplemental district follows the Urban Cultural Park boundary between Henry and the Pine/James Street intersection (southeastern property lines). From here it follows the Urban Cultural Park boundary east along James (back property lines) a short distance before turning north and east again to pick up back property lines between the Clinton Avenue/Maiden Lane intersection. From this point, the supplemental preservation district's border travels northwest along Pearl Street to Clinton Avenue then north to meet the southeastern boundary of the existing historic district, diverting to encompass an area north of Pearl Street in the process. (See Preservation map for exact detail.)

b. Rondout

The area which has been identified as a contiguous addition to the existing Rondout historic district is considerably smaller than the supplemental Stockade district. It consists of four separate areas. The first extends from the northwestern historic district boundary west to Ravine Street between McEntee and Spruce Street. The second adds a single city block bounded by Spruce, Raving, German, and Ridge Streets. The third is a parcel southwest of the German/Home Street intersection. The fourth extends the southwestern edge of the existing district from Abeel to Dock Street west almost as far as Ravine Street. (See map for exact detail.)

c. Wilbur

A new preservation district will be established which includes much of the former Wilbur settlement. This area encompasses properties facing on the Davis-Abeel Street triangle. (See map for exact detail.)

d. Ponckhockie

The fourth supplemental preservation district includes a portion of the Ponckhockie neighborhood. It is generally bounded by Union, North, East Strand, and Gill Streets but excludes parcels on Gill, Abruyn, Grove, and East Strand. (See map for exact detail.)

5. **OPEN SPACE CONSERVATION AREAS**

New York State Urban Cultural Park guidelines call for the Urban Cultural Park Management Plan to define open space and natural resource areas which are to be conserved as part of the Urban Cultural Park program.

a. Open Space

The open space areas which have been designated for preservation under this plan are the City parks which currently exist within the Urban Cultural Park boundary and those which are proposed for development under this plan. A detailed listing of these parks and a discussion of planned improvements for each may be found in the Recreation component of this management plan.

b. Natural Resource Areas

A single area within the Urban Cultural Park has been identified as a natural resource area for purposes of conservation under the Urban Cultural Park program. That area consists of that portion of Kingston Point Park which contains the lagoon and which has been designated as protected wetland by the DEC.

Protection afforded by this area's status as a public park and a protected wetland is judged to be sufficiently strong, to preclude the necessity of imposing additional controls, or enacting additional legislation to insure the area's conservation.

The purpose of the Urban Cultural Park designation is simply to recognize the importance of this area and its relevance to the park as a whole. Urban Cultural Park efforts will concentrate on developing programs to make appropriate use of this valuable resource. (See Recreation Plan.)

6. **OPEN SPACE AVAILABLE FOR NEW CONSTRUCTION**

A number of scattered parcels exist in various sections of the Urban Cultural Park which are available for new construction. However, the only parcel of any significance is one located in the Rondout corridor east of lower Broadway known as "Parcels 8, 10, and 11."

The City Council is currently involved in actively seeking a developer for this site. Specific development proposals have been submitted to and reviewed by the Council, and negotiations are currently underway with a preferred developer.

Tentative plans call for developing this site for mixed residential/commercial use with the predominant use being residential. Parking will be provided as part of the development, much of it within the site itself.

The Urban Cultural Park Commission has reviewed preliminary development proposals for this site and submitted comments to the City Council.

Height, bulk, setbacks, and construction material guidelines for new construction on this parcel are established in the recently adopted revised City Zoning Ordinance.

Section 3-11 of that document establishes a Rondout "RT" District. New construction within this district must comply with lot and bulk requirements set forth in Section 3.22-2 of this ordinance.

Briefly summarized, these requirements are as follows:

#### Minimum Lot Requirements

Area	- 5,000 square feet
Lot Width	- 40 feet
Lot Depth	- No requirement
Area/Dwelling Unit	- 2,000
Maximum building height	- 35 feet (2-1/2 stories)
Maximum lot coverage	- 80 percent
Minimum useable open space	- 400 square feet/dwelling unit
Floor to area ratio	- 1.0
Setback	- No minimum requirement

Construction Materials - No specific requirements. However, all new construction is to be "compatible with the established character of existing development in the district."

In addition to the requirements noted above, new construction on this site will also be subject to site development plan approval by the Planning Board in accordance with procedures and regulations set forth under Section 3-23.3 of the revised City zoning ordinance referred to above.

In reviewing site plans, the Planning Board is required by this section to consider several pertinent factors including compatibility of the proposed design with surrounding structures. Specific cri-

teria are given for determining compatability. They include materials, scale, mass, height, color, texture, and location of the structure(s) on the site.

Despite the fact that this site is not located within a Landmark District, the City Council has decided, as a matter of policy, to seek comments from the Kingston Historic Landmarks Preservation Commission.

The protection afforded by the requirements described above are considered to be adequate. Therefore, this management plan proposes an addition to them.

## 7. PRESERVATION STANDARDS AND GUIDELINES

The Revised City Zoning Ordinance referred to in previous sections of this Preservation Plan establishes preservation standards, guidelines, and procedures for buildings and sites located within the City's three historic districts or identified as individual landmarks. These districts are considered Landmark Districts and Historic and Architectural Design Overlay Districts.

Applicable portions of the Revised Zoning Ordinance require Landmark Commission review and approval of all applications for any changes made within these districts including "construction, reconstruction, alteration, restoration, removal, demolition, or painting" (See 3-20.3 of ordinance). These requirements apply to all "buildings, structures, out-buildings, walls, fences, steps, topographical fixtures, earthworks, landscaping, paving, and signs." (Ibid.)

This Commission action is in addition to any Planning Board approvals required by the basic stipulation of the Zoning Ordinance.

Special requirements imposed on these historic districts are also in addition to any other special requirements which apply to portions of the Rondout Historic District which also lie within the Rondout RT District or the Waterfront Design Overlay District (Urban Cultural Park comments are required for action proposed in the Waterfront Design Overlay District in addition to Landmarks Commission actions).

The special requirements imposed by these sections of the Revised Zoning Ordinance pertain to all aspects of compatability with existing and adjacent architecture and character.

Specific factors include such things as "building height and height relationships; roof shapes; width/height relationship of front elevations; size; proportion and spacing of facade openings; rhythm of spacing of buildings and building elements on the street; the design and placement of entrances and projections; the relationship of materials, textures, and colors; the relationship of architectural detail; the continuity of walls; the relationships of landscape elements/ the appropriateness of paving; and the effect of existing

or historically significant spaces." (3-20.2 Revised Zoning Ordinance). In short, every conceivable element of significance and compatability.

In addition to the protections afforded by this ordinance, this Management Plan calls for the City/Commission to impose additional controls within these districts which require that rehabilitation of all buildings determined to be eligible for the State or National Register of Historic Places shall be done in accordance with the Secretary of the Interior's Standards for Rehabilitation of Historically Significant Buildings.

This Management Plan also recommends that standards and guidelines for existing historic districts also be applied to the Supplemental Preservation Districts identified in this Preservation Plan.

Finally, this Management Plan recommends that the Landmark Commission and Planning Board be required to consider general compatability with this plan and with the stated goals and objectives of the Urban Cultural Park program in making determinations regarding properties located within Urban Cultural Park boundaries and to consider any comments submitted by the Urban Cultural Park Commission with respect to proposals pertaining to any such properties.

The protections outlined above are judged to be adequate to fulfill the spirit and letter of the State Urban Cultural Park guideline requirements and the intent of this Management Plan. The imposition of additional requirements, criteria, or layers of review would not significantly add to the protections provided by those mechanisms described above and would, in fact, complicate the review process to a degree which might discourage economic development initiatives aimed at preservation within these areas of the park.

## **8. LANDSCAPE/STREETScape MANAGEMENT AREAS**

Within the Preservation Districts identified in this plan, certain areas have been designated as Landscape/Streetscape management areas. Special treatment and maintenance efforts within these areas will be used to support and enhance overall preservation efforts.

A full discussion of this element of the Urban Cultural Park program may be found under the Program section of this document.

## **9. ECONOMIC INCENTIVES**

It is the intent of this Management Plan and the City of Kingston to pro-actively promote preservation activity by creating economic incentives for those who engage in such activity. The foundation of this effort will be incentives which already exist within the frame-

work of Federal, State, and local programs and law. As the Urban Cultural Park develops, the City will explore feasible avenues for establishing new, additional incentives.

a. Existing Incentives

Properties listed on or eligible for listing on the National Register of Historic Places are eligible for certain tax credits under that program. Information on the incentives will be attributed by the Urban Cultural Park and the City Building Inspector to interested parties.

The City's Urban Renewal Community Development Agency administers a Rehabilitation Loan program. Information on this program will be distributed to interested parties in a manner similar to the one described above.

b. Additional Incentives

The City will explore the feasibility of creating additional incentives within key priority preservation areas as such areas are identified/developed.

These incentives will take the form of grants, loans, and tax relief depending on the availability of funds and feasibility of these alternatives.

## 10. SUMMARY/CONCLUSION

The Kingston Urban Cultural Park Preservation Plan is designed to promote preservation within the Urban Cultural Park by focusing available resources on properties located within high-priority areas. These areas are those which contain concentrations of buildings which have been evaluated as having historic/architectural significance and are in sufficiently sound condition to make restoration/rehabilitation feasible.

A second dimension of the Urban Cultural Park Preservation strategy is the use and enhancement of existing preservation mechanisms and the extension of these mechanisms via application to newly designated areas. This approach has been chosen in lieu of creating an entire new structure of standards and review procedures.

A third dimension of the Urban Cultural Park preservation strategy is to provide maximum protection and encouragement for preservation of Urban Cultural Park resources by employing a balanced mix of controls and incentives.

The simultaneous application of these three strategies will produce the maximum results in the shortest period of time.

## C. PUBLIC FACILITIES PLAN

### 1. APPROACH

The proper use, maintenance, and improvement of public facilities within the park is critical to achieving the goals and objectives of this management plan and to attracting visitors to the Urban Cultural Park.

Streets, sidewalks, pedestrian malls/places, and public buildings are resources which park visitors can be expected to use heavily. In addition, the condition and appearance of these facilities will set the tone for maintenance of private property.

Maintenance of its infrastructure is traditionally one of the more costly areas of a city's operating and capital budget. This is especially true of older, northeastern cities like Kingston. Given the city's current and projected fiscal resources, competing demands, and continually escalating costs, it is unrealistic to expect that 100 percent of the public facilities within the park boundary can be brought up. This constraint, however, does not mean that no improvements are planned in this area. It merely dictates that priorities be identified and available resources focused to produce the greatest possible impact.

Specific plans and recommendations for public facilities are described below. For convenience and clarity, facilities are treated by category.

### 2. STREETS AND SIDEWALKS

The City of Kingston contains an estimated 85-90 miles of streets. Large sections of these facilities are in need of repair or improvement. The number of miles of sidewalks is unknown but somewhat less than the number of miles of streets. East Strand and Ponckhockie for example are without sidewalks in many areas.

The current, average estimated cost of new street construction (with utilities) is \$150/linear feet. The cost of new sidewalk construction averages at \$1.50 per square foot (\$6 per linear foot for a 4-foot sidewalk). Street repairs cost an average of \$10 per yard for a 2 1/2" overlay of macadam using municipal forces and reclaimed asphalt.

The 1985 Kingston City budget (CHIPS Program) allocates \$290,000 to street and sidewalk improvements for the entire City. In addition, Community Development Block Grant funds in the amount of \$135,000 are available for this purpose.

Upon approval of this management plan, the City will establish a policy which gives areas within the Urban Cultural Park priority in terms of street and sidewalk improvement. To insure that available funds are concentrated even more, areas identified in this plan as warranting special treatment will be given additional priority.

Special treatment areas will generally be those where some other Urban Cultural Park activity is also taking place. These activities include interpretation, recreation, rehabilitation/preservation, and other forms of economic development.

Beginning with the 1986 City budget year cycle, the Kingston Urban Cultural Park will submit a list of priority areas to the City Engineer and Commissioner of Public Works annually. The Engineer and Department of Public Works Commissioner will take these priorities into consideration when preparing capital and operating budget requests. Urban Cultural Park commission priorities will also be submitted to the City Council with the Administration's recommended capital/operating budgets.

In the event that administration/departamental budget requests vary substantially from Urban Cultural Park Commission recommendations, this fact will be listed along with an explanation of the variance.

Under this management plan, responsibility for maintaining the streets and sidewalks within the Urban Cultural Park is retained by the City Department of Public Works. Additional funds, however, are called for in this plan to finance increased maintenance of streets and sidewalks within the park. These supplemental funds will be expended through the Department of Public Works.

### **3. PEDESTRIAN MALLS/PLACES**

The recently developed West Strand Plaza has been identified in this management plan as a major activity center for the Urban Cultural Park. The fact that the park's first interpretive signage will be installed in this location is evidence of the plaza's importance.

The recreational component of this plan also calls for the future development of an urban park/plaza somewhere in the Stockade historic district when land becomes available for this purpose.

The City's Local Waterfront Revitalization Plan includes plans for improving a portion of the waterfront (east of West Strand Plaza) for pedestrian use and public dockage.

Finally, the program component of this document contains a section on landscape/streetscape management areas. This area of treatment is also referred to elsewhere in this physical plan component.

More detailed plans regarding the improvement and development of these important spaces may be found in the documents/sections just cited.

#### 4. PUBLIC BUILDINGS

A number of buildings owned by City, County, or State government will play significant roles in the Urban Cultural Park. The roles/contributions of these buildings range from serving as important interpretive resources to providing services directly related to the park. The major buildings involved in this fashion are discussed below.

##### a. The Historic Kingston UCP Visitors Center

This historic landmark will be used as the primary Visitors Interpretive Center for the Urban Cultural Park. The building is currently owned by the New York State Office of Parks, Recreation, and Historic Preservation (OPRHP). It has been rehabilitated by the State as part of an agreement with the City. Improvements are completed, and the building is being leased to the City. The City will operate the facility and perform minor interior maintenance. State Senate House Historic Site personnel will be responsible for exterior building and ground maintenance under terms of the lease.

More detail on the Historic Kingston UCP Visitors Center improvements and planned use may be found in the interpretive component of this management plan.

##### b. Senate House Historic Site

This complex of buildings includes the Senate House and the Loughran House. It is owned and operated by OPRHP's Bureau of Historic Sites. The Senate House site will serve as the primary vehicle by interpreting the Urban Cultural Park's government theme (see Interpretive Plan for detail).

##### c. Municipal Parking Garage

This structure is located at the corner of Fair and Front Streets just blocks away from the Senate House/Visitors Center sites. Under this management plan, the garage will function as a major parking facility for the Urban Cultural Park in general and the Stockade district in particular.

The garage is and will continue to be operated and maintained by the City. No improvements to the facility are planned at this time, but the lower entrance ramp to the garage may be reopened when Urban Cultural Park visitor traffic reaches a level which Visitors Center/Senate House lots can no longer accommodate.

d. County Courthouse

The County Courthouse, located on Wall Street between John and Main Streets, is a major City and State landmark. The building is owned and operated by Ulster County government. Under the Urban Cultural Park Management Plan, this facility will be used only as an interpretive resource. No specific improvements are planned for the building at this time.

e. City Hall

The current City Hall was built in 1971. It is located just east of lower Broadway in the Rondout district. This public building is a short walk from West Strand Plaza and the Maritime Museum, which will function as a secondary Urban Cultural Park visitors center.

As the center of City government, this building houses the Police Department, Citibus offices, City Clerk, and the Planning/Engineering Departments. The building will be the site of much of the planning for the Urban Cultural Park for some of the economic development activity and most of the legal/policy decisions which affect the park.

By virtue of its function and the contrast between it and its predecessor (the first City Hall), this building also represents an important--while not historic--interpretive resource.

City Hall is maintained by the Department of Public Works. The building is in generally good condition, and no specific improvements or significant changes in use are contemplated as part of this management plan.

f. Old City Hall

The City's first City Hall is located on Broadway midway between the Stockade and Rondout districts. The building is currently being considered for redevelopment as a medical complex.

This 19th-century structure is on the National Register of Historic Places. Its landmark status and former function make it an important interpretive resource for the Urban Cultural Park.

g. Maritime Museum

While not publicly owned, this building is important to the park, both because of its role as interpreting a portion of the park's transportation theme and its function as a secondary Urban Cultural Park visitors center.

It is also significant that the museum's improvements were financed, in part, with public money.

This building is currently owned, operated, and maintained by the Maritime Museum organization. No improvements are planned to the structure itself under this management plan. However, from a use perspective, this facility will take on increased importance for the park as visitation increases. In addition to serving as a visitors center, the museum will, under this plan, become the location of cooperative programming with the Urban Cultural Park including the point of origination for boat tours of the Rondout.

## 5. OTHER SIGNIFICANT PUBLIC FACILITIES

In addition to the categories listed above, other types of public facilities exist within the Urban Cultural Park which will have a significant impact on its development and functioning. These facilities include the bulkheads along Rondout Creek, the City parks within the park boundary, and surface parking facilities.

The bulkheads are necessary to preserve the Rondout shoreline and make it more accessible to and useable by commerce, industry, and the public at large. The parks are important recreation resources, a number of which also provide ideal sites for interpretation. The surface parking facilities will enable visitors to get out of their cars at various points of interest throughout the park and experience the historic settings and built environment firsthand.

### a. Parks

The parks are maintained, in part, by the City Department of Public Works and in part by the City Recreation Department.

Extensive improvements are planned for these parks. The specifics of these plans are described in the City's Local Waterfront Revitalization Program and the recreation component of this management plan.

### b. Parking

Surface parking lots throughout the Urban Cultural Park and the City are maintained and operated by the Department of Public Works.

The use and improvement of this system is discussed in detail in the circulation component of this management plan.

### c. Bulkheads

Maintenance of the Rondout bulkheads is the responsibility of the City and private development sectors. A comprehensive study of their condition was made in 1978 by Vincent R. Bonvissuto, P.

E., Consulting Engineer, Tarrytown, New York. This plan will be used as a guide in proposing capital improvements aimed at restoring this important component of the City's infrastructure.

Specific portions of this restoration will be scheduled to support and coincide with related revitalization projects including the creation of a boardwalk/pedestrian promenade.

## 6. SUMMARY

Public facilities are an essential and important ingredient of the Urban Cultural Park. They provide the foundation upon which the rest of the park is built. The Urban Cultural Park's public facilities provide the network through which people can move through the park; the spaces within which they can rest, recreate, congregate, and interpret park resources; and several of the landmarks which will be used to tell the Kingston Urban Cultural Park story and to provide Urban Cultural Park visitors with vital park-related services.

The proper care, maintenance, and judicious improvements of these facilities will contribute greatly to the park's success.

## D. CIRCULATION PLAN

Kingston's Urban Cultural Park consists of a number of distinct nodes linked together by corridors. The size of the Urban Cultural Park and the fact that key areas within it are separated by some distance makes well-planned circulation especially important.

In Kingston, circulation takes on a second type of significance because it relates to one of the park's major themes, transportation. In formulating this circulation plan, care has been taken to recognize and incorporate existing streets which follow historic transportation routes.

### 1. APPROACH

This plan approaches the problem of circulation at multiple levels. First, major access points are identified for all primary highways which motorists normally use to enter the City. Second, optimum routes are laid out connecting these points to the Historic Kingston Urban Cultural Park Visitors Center in the Stockade. Third, a primary circulation route is designated which links Urban Cultural Park nodes. Fourth, secondary circulation routes are developed to guide park visitors through the park's interior via a series of interpretive tours.

Alternate recreational modes of transportation are also possible in some sections of the park. These include bicycles, boats, and a trolley line which is owned and operated by the Trolley Museum. This circulation plan addresses these alternatives.

#### a. Major Access

The plan specifies three major access points to the City and the Urban Cultural Park. The first is Exit 19 of the New York State Thruway which is situated .56 miles north of the City of Kingston. Visitors are entering via this point, then directed along a major access route to the Masten House Visitors Center. This route proceeds from the Thruway exit around a large traffic circle then south along New York State Route 213.

The route passes a tourist information booth just south of the traffic circle. Visitors may stop at this point to get their bearings and obtain information on the community and the park. From this point, the route follows Route 213/Washington Avenue until it intersects Clinton Avenue. It then follows Clinton Avenue east and southeast to the Visitor Center. The entire trip from the Thruway exit to the Visitor Center via this route is only 1.3 miles, and under normal traffic and weather conditions, takes less than 10 minutes travel time.

A second alternative to this major access route has been developed and may be utilized if the first route becomes inadequate as Urban Cultural Park visitor volume increases. This alternate route follows I-578 from the traffic circle rather than Route 213. Where I-578 terminates at Albany Avenue, the alternate route turns right following Albany Avenue to Clinton, then northwest along Clinton Avenue to the Historic Kingston UCP Visitors Center.

This alternate route is 2 miles long and requires 8.4 minutes to traverse under normal road and weather conditions. While it bypasses the tourist information booth near the Thruway exit and is longer than the designated route, it has the advantage of involving only right-hand turns including the one from Clinton Avenue into the Visitors Center parking lot.

The second major access point is the cloverleaf which permits motorists traveling on New York State Route 9W to enter the downtown area. From this cloverleaf, this major access route follows Delaware Avenue west to Hasbrouck Avenue, then northwest to East Chester Street. At this intersection, the route turns left onto East Chester Street to Broadway, then Broadway north until it intersects Clinton Avenue. This route then follows Clinton Avenue northwest to the Historic Kingston UCP Visitors Center. The distance between the 9W-Delaware Avenue cloverleaf and the Visitors Center via this route is 2 miles. Travel time along this route under normal traffic and weather conditions is approximately 15 minutes.

The third major access point is New York State 9W where it crosses Rondout Creek. Motorists traveling north on 9W will proceed from this point to the Delaware Avenue cloverleaf. Upon exiting the cloverleaf, motorists will travel west on Delaware Avenue intersecting and then following the same route to be used by southbound 9W motorists (described above). The distance from the bridge to the Stockade Visitors Center via this route is 3 miles. This route will require approximately 18 minutes to traverse under normal road and weather conditions.

b. Links

The Stockade node, where the Historic Kingston UCP Visitors Center is located, is connected with the other Urban Cultural Park nodes by transportation links. These links follow routes which form a primary circulation loop connecting the Stockade Visitors Center to other key elements of the Urban Cultural Park.

1. Wilbur Link

The Stockade Visitors Center is situated near the juncture of Clinton Avenue and North Front Street. The primary circulation route follows north Front Street west one block

to Fair Street. The route then turns left and follows Fair Street south to Greenkill Avenue passing first through one of the Stockade's busiest commercial streets and next through a nearby residential area. At Greenkill Avenue, the route turns east for two blocks then south again onto Wilbur Avenue (New York State Route 213). The Wilbur Link is completed by traveling the remainder of that street to the point where it terminates at Abeel Street. At this point, the visitor is in that part of the Urban Cultural Park which was once the settlement of Wilbur, having just traversed essentially the same route along which bluestone and other raw materials were once transported from the interior to be loaded on barges at Wilbur for shipment on the Hudson River.

The route described above also takes the visitor past a number of the Urban Cultural Park's important historic resources. These include the Senate House, the Elmendorf Tavern, the Bogardus Tavern (Fair and Maiden Lane), the J. B. Back Cigar Company, Feeney's Boatyard, and the Fitch Bluestone House.

## 2. The Rondout Corridor

From Wilbur, the Urban Cultural Park's primary circulation route travels in a generally eastward direction along Abeel Street to Broadway, then south to West Strand--another important node of the Urban Cultural Park.

Within this segment of the route, the visitor comes into contact with the West Shore railroad trestle, Island Dock, the Forst Packing Company, Port Ewen suspension bridge, and revitalized West Strand passing through the southern fringe of the Rondout Historic District in the process. This route also parallels Rondout Creek, one of the most important interpretive elements in the Urban Cultural Park.

Continuing east from West Strand, the primary circulation route follows East Strand to historic Kingston Point, another major Urban Cultural Park node. Just east of Broadway and the Route 9W bridge, the route passes the Maritime Museum. This museum serves as a secondary Urban Cultural Park visitors center where touring visitors can stop and obtain additional information on the park and its resources.

This portion of the route also passes the Trolley Museum from which trolley tours are operated and additional significant historic resources including the Millens Steel building and former Cornell Steamship Company shops.

### 3. The Ponckhockie/Kingston Point Loop

From the point at which East Strand terminates at North Street, the primary circulation route turns north and follows North Street to Delaware Avenue, skirting Kingston Point and Kingston Point Park as it does so. From this intersection, the route proceeds west along Delaware Avenue to Hasbrouck Avenue, then continues along Hasbrouck to East Chester Street. At this point the Loop turns left onto East Chestnut Street to Broadway. Once on Broadway, visitors can turn left to return to the Rondout core area, or right toward the Stockade core via the Broadway link.

### 4. Broadway Link

The Broadway link begins at the intersection of East Strand and Broadway. From this point, the primary circulation route follows Broadway north to Albany Avenue. Here the route turns northwest along Albany Avenue one block to where it intersects Clinton Avenue three blocks from the Historic Kingston UCP Visitors Center.

The Broadway link route passes several major historic landmarks including old City Hall, the Ulster County Performing Arts Center, and Academy Green before terminating at the Historic Kingston UCP Visitors Center.

### c. Tours

While the primary circulation route does connect all Urban Cultural Park nodes, it passes through only a small portion of each. In doing so, this primary route misses many of the Urban Cultural Park's most interesting areas.

A third component of the circulation plan dealing with tours provides visitors with access to these areas and guidance through them.

The current plan includes tour routes for both the Stockade and Rondout historic districts. Pedestrian routes are those which follow established tour routes in these two areas. Vehicle routes are laid out in such a way that they (a) are optional extensions of the primary access routes, and (b) pass by as many of the walking tour "points of interest" as possible without necessitating an inordinate amount of backtracking to compensate for existing street and traffic patterns.

### d. Summary

The Kingston Urban Cultural Park Circulation Plan approaches the problem of providing adequate circulation in stages. Major access points connect with a primary access route. This route links Urban Cultural Park nodes using transportation routes

which are both practical and historically significant. Circulation within nodes is treated at a third level and is associated with tours of these areas.

## 2. VEHICLE CIRCULATION

### a. Primary Circulation Route

The primary circulation route which is described in the previous section forms a continuous loop. This loop connects the Stockade, Wilbur, West Strand, and Kingston Point/Ponckhockie nodes by a series of links.

The purpose of the primary circulation route is to define a logical and efficient route by which visitors can travel from one important part of the park to another. The route is also designed so that the journey itself offers the traveler opportunities to interpret major themes of the Urban Cultural Park.

The primary circulation route is also designed so that it can be used (alone or in combination with secondary tour routes) by guided bus tours as well as visitors driving their own automobiles.

Secondary tour routes function as optional modifications to the primary route, exposing the visitor to additional sections of the park.

The entire network of designated streets covers 8 miles. Normal driving time for the route takes between 30 and 45 minutes.

### b. Signage

The combined primary and secondary Urban Cultural Park vehicle transportation routes covers a distance of approximately 11 miles. The system utilizes portions of 28 different streets and highways.

The extent and complexity of this transportation network makes signage vital to keeping visitors who are unfamiliar with the park on course. Since several portions of the route are already heavily signed (eg. Broadway), the nature of the signage to be used is as or more important than the quantity.

The New York State Office of Parks, Recreation, and Historic Preservation (OPRHP) has designed a unique, distinctive, and standardized system of signs which will be used in all Urban Cultural Parks across the State. This system has been designed to establish a statewide identity for urban cultural parks while also featuring the local park's unique identity and symbols. Kingston, like other urban cultural park communities, will apply

this system to its Urban Cultural Park incorporating its own special name, logo, and specific information within parameters defined by system guidelines to be acceptable.

Elements of the signage system will correspond to levels of the circulation plan as described earlier in this circulation plan.

Large entry point signs will be installed at major access points. Directional (trail blazer) signs will guide motorists from entry points along major access routes to the Historic Kingston UCP Visitors Center. Compatible signs will be erected to identify this facility as the main Urban Cultural Park Visitors Center. Additional directional (trail blazer) signs will mark the Broadway and Wilbur links and Rondout Corridor which, together, form the primary Urban Cultural Park circulation route and connect all nodes of the park in a continuous loop.

A third level of signage will be used to identify and interpret major historic elements. This signage will be designed, however, for pedestrian use and is discussed later in this section and under the Interpretive and signage components.

A sign will also appear on the Maritime Museum identifying it as a second visitor information center.

Historic tour routes within nodes will not be identified by signage.

The purpose of this Urban Cultural Park signage will be to provide motorists with information in addition to existing street, highway, and traffic control signs.

#### c. Signalization and Traffic Flow

The Urban Cultural Park circulation plan has been designed to be compatible with and take advantage of existing traffic patterns and traffic control devices. Only one location, the Historic Kingston UCP Visitors Center, has been identified as requiring additional signalization during the early phases of the Park's development. This need will be created by increased use of the Visitors Center parking lot, by the fact that visitors will be making left-hand turns into this lot, and by the creation of pedestrian traffic across Clinton Avenue between the Visitors Center and the Senate House.

A significant portion of the vehicle circulation route utilizes one-way streets. While this limits one portion of the loop to a one-way route (southern portion of Stockade area), it has the advantage of facilitating traffic flow.

The Broadway link accommodates two-way traffic and can be used in both directions by those who opt not to make the full driving circuit.

Alternative tour routes have also been designed to facilitate traffic flow by virtue of the fact that they may be accessed from the primary route. After completing these tour loops, motorists re-enter the primary circulation route in the direction they were traveling prior to entering the tour loop. Tour routes then merely become extensions of the primary circulation system.

d. Mass Transit Systems

Urban Cultural Park visitors who are not inclined or able to drive themselves around the park will find a number of transit alternatives.

1. City Bus Service

The City of Kingston operates a public mass transit system which provides regularly scheduled service between the Stockade district and Rondout. Modern, air conditioned equipment and radio communications make City buses a good alternative means of traveling between major activity centers within the Urban Cultural Park.

2. Trolley

The Kingston Trolley Museum located on East Strand just east of the Maritime Museum currently operates trolley tours between its facility and Kingston Point. Plans are underway to expand this service.

These trolley tours will offer Urban Cultural Park visitors the option of seeing a good portion of the Rondout waterfront via this exciting, recreational mode of transportation. Visitors traveling by City bus from the Visitors Center and Stockade area can connect with the trolley after stopping at West Strand and the Maritime Museum and travel east to Kingston Point, thus traveling through all but one major node (Wilbur) of the park.

3. Bus Tours and Shuttle Service

As the Urban Cultural Park grows, the development of bus tours and eventual shuttle service is planned to supplement the existing resources previously described.

Special tours will originate at the Stockade Visitors Center and be tied into programs at that facility. These tours will cover either the entire circulation loop or specific portions of it. They will offer visitors the opportunity of touring the Park free of the stress associated with having to negotiate an unfamiliar area behind the wheel of a car and still try to appreciate what is being

seen. Tour buses will also stop at designated locations like West Strand Plaza. This will enable tourists to spend more time seeing concentrations of landmark resources on foot and will permit them to read interpretive signs in these locations.

As Urban Cultural Park visitation increases, it may become feasible to provide regular shuttle service between the Stockade and Maritime Museum Visitors Centers on a scheduled basis during peak visitation periods.

e. Interpark Routes

1. Heritage Trail Route 9W

New York State's Heritage Trail passes through the City of Kingston and the Urban Cultural Park. The Kingston segment of the trail follows Route 9W overlapping the Urban Cultural Park's southern major access route between the 9W bridge over Rondout Creek and the Delaware Avenue cloverleaf.

The Heritage Trail is expected to attract increased visitation as it is promoted throughout New York State and beyond. Since it overlaps the park circulation system, travelers will find it easy to take a brief detour from the trail to visit the Urban Cultural Park.

Route 9W itself is heavily used by regional traffic and continues to be used by some long-distance travelers despite the existence of the New York State Thruway. This highway will provide good access for regional Urban Cultural Park visitors and permits easy transition to the park's circulation system.

2. New York State Thruway

This controlled access highway carries an estimated 72,346,600 vehicles each year. The Thruway is currently the major transportation system by which travelers from outside the area enter the City.

As part of the interstate highway system, the Thruway connects the Kingston area and thus, the Urban Cultural Park to literally all parts of the continental United States.

Exit 19, located just north of the City, has been designated the principal major access point for Kingston's Urban Cultural Park. From this point, visitors must travel only a short distance before reaching a County/Chamber-operated tourist information center. This center is located in a restored Ulster and Delaware Railroad caboose on Route 213

(Washington Avenue extension) just south of the traffic circle which lies adjacent to the Thruway exit. From this point, it is only a short (.89 or 9/10 mile) drive to the Stockade Visitors Center and the primary Urban Cultural Park circulation loop.

3. New York State Route 32

This state highway represents another alternative for north or southbound traffic to enter Kingston and the Urban Cultural Park. Route 32 generally parallels 9W and the Thruway between Albany and New Paltz where it intersects Route 208 which continues south to New York City. Like Route 9W, this highway is used primarily by regional traffic and as an alternative to the Thruway.

Route 32 intersects the Urban Cultural Park's primary circulation loop at Broadway on its way south from Albany Avenue to St. James Street. It intersects the loop again at the intersection of Boulevard and Greenkill Avenue.

Motorists entering the City and the Urban Cultural Park via Route 32 from either direction will be directed via appropriate signage north on Broadway from the Broadway-Route 32 intersection to Clinton Avenue and north on Clinton to the Stockade Visitors Center and north on Wall Street to John Street and then east to Clinton Avenue from the Greenkill Avenue-Route 32 intersection.

f. Interpretive Routes

1. The Loop and its Extensions

The primary purpose of the Urban Cultural Park circulation system is to facilitate movement between nodes where historic/cultural resources are concentrated. Circulation within these nodes has also been planned as it relates to tours which focus on the landmarks located in that particular area of the Park.

The location of individual sites and buildings was analyzed in relation to existing street and traffic patterns. Routes were then devised for the Stockade and Rondout historic districts. These routes have been designed to bring tourists into close contact with as many district landmarks as possible without confusing motorists or requiring them to double back over the same grounds for more than the shortest possible distance. These interpretive routes will be associated with modified tour literature which corresponds to them. Maps of the historic districts indicating additional resources and street patterns will also be included so that tourists who wish to spend more

time in these areas may create their own tour variations without becoming lost or disoriented in the process. The existence of several one-way streets in the Stockade historic district make this information especially important for visitors who are unfamiliar with the community.

In selecting interpretive routes, care has been taken to include the most significant and/or interesting landmarks. Visitors taking these routes by car or tour bus will be exposed to the essential fabric and story of the Park. It is expected that many first-time visitors will become interested enough by what they see to return and explore further, either by vehicle or on foot.

Interpretation will also take place throughout the major circulation routes. Even the links between nodes have been selected to enhance the interpretive experience and help to tell the Urban Cultural Park story, especially the TRANSPORTATION theme.

## 2. Alternate Transportation Routes

Recreation-oriented transportation alternatives are important for generating interest in the Park and creating excitement about the tour experience. Trolley tours operated by the Trolley Museum are one of the ways in which this will be accomplished. Currently, trolley service is confined to a single route which originates at the Trolley Museum and travels east to Kingston Point. Plans are in development to extend this line in two locations. One spur will extend to the former day liner dock/trolley station on Kingston Point and the other will use restored tracks traveling north to the Hutton Brick Company.

The Hudson River and Rondout Creek, discussed in more detail in the following sections, offer yet another recreationally oriented transportation alternative for interpretive activities.

## 3. **WATERWAYS**

Kingston's location at the confluence of the Hudson River and Rondout Creek had much to do with the City's development and the role which Kingston played in the growth of New York State.

These waterways are now an historic/cultural resource in themselves. But, they also provide opportunities for additional use as part of the Urban Cultural Park's circulation system.

The lower Hudson River is part of the State's coastal zone and a major part of its system of waterways. The Hudson is deep enough to accommodate ocean-going vessels as far north as Albany and also

carries a considerable amount of barge and pleasure craft traffic. Kingston's location on the Hudson makes the Urban Cultural Park accessible by water from ports up and down the river and beyond from ports up and down the Atlantic Coast.

a. Day Liners

Day liners were once popular among tourists as a means of traveling to Kingston and the Catskills from New York City and points throughout the Northeast. The recreation-oriented transportation alternative is again operating on a limited basis. Day liners have begun to use the recently improved dock at West Strand Plaza as a destination. Passengers disembark at this point to tour the immediate area.

As the Park becomes more known and development in the waterfront area continues, additional day liners are expected to make this one of their destinations. One company has already expressed an interest in adding Kingston to its schedule.

b. Marinas

All of the City's eight marinas are located within the Urban Cultural Park. These facilities will enable tourists to enter the Park from the State's system of waterways from as far south as New York City and as far west as Erie and the other Great Lakes. Marinas also represent an alternative mode of lodging for tourists, while permanent marine tenants represent another group of potential Park users.

c. Parks/Boat Launches

Two-way land-water access is available and will attract additional visitors. The public dock at West Strand Plaza serves as an alternative to marinas as an access point to the Park from the water. A similar facility planned for Kingston Point and a smaller dock planned for the new Island Dock Park will expand this resource base.

An improved boat launch at Kingston Point and the possible addition of a second launch site near where Island Dock connects with the mainland will stimulate additional boating activity in the area. Some of the boaters using these and previously-mentioned facilities will spend a portion of their time touring this section of the Urban Cultural Park by water.

d. Boat Tours

Interpretive/recreational boat tours have been planned as part of the recreation component of this management plan. These tours have been designed to originate from the Maritime Museum. From this location, one tour loop extends westward, passing several major Urban Cultural Park landmarks. These include West

Strand, Company Hill Path, Port Ewen suspension bridge, Island Dock, Forst Packing Company, the West Shore railroad trestle, and S. & W. B. Fitch bluestone building. This loop extends as far west as Wilbur and the Urban Cultural Park boundary, then returns to the museum.

A second loop extends east from the Maritime Museum passing such landmarks as Millens Steel, the former Cornell Steamship Company shops, and the Rondout 2 lighthouse before it doubles back to its point of origin.

e. **Summary**

The combination of a revived day liner trade with boat tours and individually-operated pleasure craft will constitute an exciting waterways component of the Urban Cultural Park's circulation system. This component will be linked to and function in conjunction with the highway/street and rail-based components of the system. The fact that the City's/Park's waterways are themselves important historic resources will measurably enhance this aspect of the Urban Cultural Park experience.

4. **BIKEWAYS**

In recent years, bicycling has re-emerged as a popular form of recreation. For an increasing number of Americans, the bicycle has also become an alternate means of transportation, especially in urban areas.

Kingston's Urban Cultural Park includes many areas which would be an attractive setting for recreational cycling.

During the early phases of the Urban Cultural Park's development, the Park's primary and secondary vehicle circulation systems will also be utilized as bike routes. As the Park develops and funds become available, the possibility of constructing a separate system of bikeways will be studied.

In an effort to accommodate cyclists and encourage this healthy and environmentally sound mode of transportation, future improvement projects will include the installation of public bike racks in parks, plazas, and other urban spaces, especially where these spaces occur in close proximity to historic Urban Cultural Park landmarks.

5. **PARKING**

To function properly, vehicular circulation within the Urban Cultural Park must be supported by adequate parking. Adequacy is determined by: (a) the number of parking spaces available during peak periods of use; (b) the distribution of these spaces; and (c) the proximity of parking to Urban Cultural Park landmarks and activity centers.

a. **Stockade**

Visitors entering the Park by the primary circulation route will be directed first to the Historic Kingston UCP Visitors Center. Surface parking is available at this location. A lot adjacent to the Visitors Center provides 15 spaces, while one across Clinton Avenue at the Senate House Historic Site contains 15 spaces.

Long-term parking for Urban Cultural Park visitors wishing to tour some or all of the Stockade on foot is available at the Municipal Parking Garage. This facility, located at the intersection of Fair and Front Streets, has a 384-car capacity. Currently, the garage operates at 60-70 percent capacity during peak periods (Monday through Friday, 10 AM-3 PM).

Tourists will also have the option of selecting surface parking. The City maintains two municipal parking lots in the Stockade district. Both of these lots are located on North Front Street. All public lots are metered at a rate of 10 cents per hour. Parking garage rates are 25 cents per hour. The total number of public parking spaces in the Stockade District is estimated at 540.

Metered on-street parking offers motorists a third parking alternative in the Stockade District. Metered parking exists on approximately 95 percent of the streets in the Stockade area.

Urban Cultural Park visitors should have no difficulty finding parking in this node. However, they may find it necessary to use the Municipal Garage during peak periods rather than the alternatives mentioned above.

b. **Rondout**

At present, the Rondout presents more problems with regard to parking than does the Stockade. On-street parking is available throughout most of this node. Surface parking lots are also maintained by the City at the following locations: West Strand (60 cars) and Parcel 8 (50 cars).

Recent development in the Rondout area has, however, resulted in a shortage of parking in the lower Broadway-East/West Strand area during peak activity periods.

Planned development of Parcels 8, 10 and 11, and other development projects which are now in progress, will place additional demands on available parking.

In October 1984 Raymond, Parish, Pine, and Weiner published a parking study of the Rondout area which had been commissioned by the City. A review of the study indicates that between 130 and 150 additional spaces of public parking spaces can be developed in the Urban Renewal Parcel 8 and currently vacant lots located at the intersections of Post and Vernon and Post and Hunter Streets.

The City is moving to meet the parking needs in the Rondout by requiring that any future development address this issue and include any additional parking spaces for which the project will generate a need.

Even with projected additions, volume parking will be available only in the West Strand Plaza-Maritime Museum-lower Broadway area. Tourists wishing to park in other sections of the historic district will need to use on-street parking spaces.

c. **Kingston Point**

Kingston Point Park is served by one surface parking lot with a total capacity of 140 cars.

The Park's master plan calls for the addition of 230 parking spaces in the northern half of the Park as part of the extensive capital improvements in this area.

Once achieved, this level of parking should be adequate for all Park and Urban Cultural Park users including special events.

Parking in other areas of Kingston Point including the planned pedestrian access point to the Rondout 2 Lighthouse is limited.

Additional parking in this area is not considered a high priority and will be considered only if experience reveals a parking problem here.

d. **Links**

The Broadway link is served by a combination of on-street and surface lot parking. A 1976 study of parking in this area conducted for the City identified a potential problem involving the distribution of public parking in the Broadway area. This study indicated that roughly 48 percent of available parking was located north of the Penn Central railroad underpass and 52 percent was located to the south. The study recommended that the City create additional parking in the area south of the underpass at Broadway and Prince and north of the underpass at Broadway and Downs. This would add approximately 55-60 new parking spaces.

Additional parking improvements within the Broadway Link are not contemplated in the near future.

Parking along the Wilbur Link is more limited than Broadway because of the nature of this section of the City. The upper portion of the Wilbur Link is primarily residential and is served only by on-street parking.

The middle section of this link around Greenkill is mixed commercial/industrial. Parking in this area is spotty and is mostly associated with individual businesses.

Parking in the southern portion of the Wilbur Avenue link is virtually non-existent. This area includes wooded stretches and also parallels Twaalfskill Brook.

A planned park on the former City incinerator site will provide some limited parking for motorists who wish to pause during this portion of their Urban Cultural Park tour. However, it is expected that most visitors will simply use this link to get from one Urban Cultural Park node to the next, obviating the need for extensive parking along this route.

e. **The Rondout Corridor**

Except for the nodes of West Strand and Kingston Point (which were discussed above), the Rondout Corridor has only limited surface parking. The parking which does exist is used mostly by area residents and businesses. Block Park, which is located off Abeel Street near the entrance to Island Dock, has parking for only a handful of cars. However, under the recreation component of this management plan, the Park is designated to be used principally as a neighborhood park.

Other parks in the corridor include Hasbrouck, Cornell (Rondout H. D.), and a planned facility on Island Dock. Hasbrouck Park is slated to receive improvements under the Urban Cultural Park recreation plan. These improvements will include any needed parking. Adequate parking will also be incorporated into the design of a park on Island Dock if and when this facility is built.

Sections of the corridor other than those previously discussed do not lend themselves to pedestrian movement and, therefore, do not require additional parking.

6. **PEDESTRIAN CIRCULATION**

The spread-out nature and sheer size of Kingston's Urban Cultural Park make an efficient vehicle circulation plan essential. However, for the Urban Cultural Park itself to succeed, it must draw visitors out of their vehicles into the Park environment. For only by coming into direct, unhurried contact with the historic environment can

visitors truly experience the Park's significance. Pedestrian circulation, therefore, is also a vital element of the overall Urban Cultural Park Circulation Plan.

a. Stockade

Visitors entering the Urban Cultural Park via the Historic Kingston UCP Visitors Center will be encouraged to explore the Stockade node on foot. The street and one-way traffic patterns in this section of the Urban Cultural Park make touring by vehicle difficult. On the other hand, the district's layout and character are ideal for walking tours.

The relatively small area bounded by Clinton, Front, Wall, and John Streets includes most of the district's commercial (retail) businesses and a number of its major landmarks. This area can be covered on foot by people with no handicaps and average mobility in a relatively short period of time.

West of this section, the visitor will find more professional offices and restored residences. This area can be covered on foot as an addition to the one previously described or as a second sojourn.

Eighty percent of the Stockade has sidewalks which are generally in fair to good condition. Most intersections in the commercial area are controlled via lights, while the less traveled streets in the office/residential sections are controlled by stop signs. One-way traffic patterns make it even easier to negotiate street crossings in several locations.

The existing Stockade walking tour covers approximately 1.4 miles and requires between 30 and 45 minutes to travel on foot.

b. Rondout

Portions of this district do not have sidewalks, making pedestrian circulation more difficult. However, most of the areas which include the more significant historic resources are equipped with sidewalks. The majority of intersections in this district are controlled by stop signs. However, busier intersections are controlled by lights.

The Rondout's topography also makes touring this area on foot more energy-consuming than doing so in the Stockade district.

Finally, the size of this district makes the Rondout a more formidable undertaking for the pedestrian.

On the other hand, the same topography which makes parts of the Rondout difficult to negotiate on foot also allows visitors to view many of the district's more interesting landmarks from West Strand Plaza, the Port Ewen suspension bridge, Island Dock, and other vantage points which can be reached easily by foot.

The existing Rondout Historic District's self-guided walking tour has also been laid out in a manner which allows the average able-bodied pedestrian to complete the tour in under 40 minutes.

c. **Ponckhockie**

Although this neighborhood is not an historic district and does not currently have a developed walking tour, the area does have special significance for the Urban Cultural Park and the community.

Ponckhockie will probably be of more interest to students of history, preservationists, and people with a developed appreciation for modest architecture than to the average visitor.

Those who do wish to tour this neighborhood on foot will find that some sections do not have sidewalks and that sidewalks, where they do exist, are not all in good repair.

d. **Plazas and Malls**

The Urban Cultural Park contains a number of pedestrian spaces which will invite walking park visitors to pause in their journey to appreciate their special environment or simply to rest.

These spaces range from a pastoral Academy Green in the Stockade section to an active, recently improved West Strand Plaza on the waterfront. Additional pedestrian spaces will be created by developing a new park/plaza somewhere in the Stockade district and by making improvements to Cornell park and to the waterfront in the Rondout area. Recommendations regarding facades and streetscapes in the Stockade District will create still other spaces. Finally, the grounds of the Senate House Historic Site will be opened to the public as a pedestrian space and programmed to attract this kind of use.

In designing the Urban Cultural Park interpretive experience plazas and pedestrian spaces have been used as sites for focused/concentrated interpretive signage. West Strand Plaza, with eight such signs, is one example of this Urban Cultural Park strategy in practice.

e. Trails

Kingston is fortunate to have an Urban Cultural Park which is large and diverse enough to include both urban plazas and trails.

Kingston Point and Hasbrouck Parks have been identified as sites for the development of trail systems as part of the park's master plan improvements. These trails will provide opportunities to explore some of the Park's natural areas by foot and to study plant and animal life.

f. Summary

While travel between Urban Cultural Park nodes will be accomplished primarily by vehicle, certain areas within nodes will be featured to attract pedestrians. Helping these ambulatory Urban Cultural Park visitors move from one place to another within the Urban Cultural Park will be accomplished by signage, signalization, and informational literature.

7. **MASS TRANSIT**

a. Public Transportation

Visitors who desire or need public transportation as an alternative to traveling by private automobile will find that the City of Kingston is served by a modern, well-equipped bus system. This system, known as "Citibus" is owned and operated by the municipality through its Department of Planning and Engineering.

The City's public transportation service has been made an integral part of the Urban Cultural Park circulation plan. Segments of all three regular Citibus routes pass through portions of the Urban Cultural Park. In several areas, these routes utilize the streets which have been designated in this circulation plan as the primary circulation route for the Urban Cultural Park.

Citibus service operates between the hours of 6:30 AM and 6:30 PM weekdays and 9:30 AM and 5:30 PM on Saturdays. There is no service on Sundays or holidays (New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving, or Christmas Day).

Buses travel along one of three designated routes which overlap at transfer points permitting connections to all parts of the City.

Bus fare is 35 cents. Tokens are available at 3 for \$1. Transfers cost 5 cents. Exact change is required, and no foreign coins are accepted.

Buses stop on demand at street corners along routes. Buses leave designated checkpoints at scheduled hourly intervals. Schedules are available as well as a transit map.

The Citibus transit map reflects the City's commitment to the Urban Cultural Park. The map shows the Urban Cultural Park as a shaded area and the Stockade and Rondout Historic Districts as separate shaded areas within that one. An insert lists points of interest and the reverse side of the map features blow-ups of the Stockade, West Strand, Kingston Point, and Wilbur. This portion of the map also contains a listing of Urban Cultural Park landmarks and photographs of nine of the more prominent ones. This information, plus the identification of parking areas within these Urban Cultural Park nodes, makes the transit map a valuable tool for motorists as well as bus riders.

Visitors desiring the most direct route between nodes can board an "A" bus in the Stockade District just two blocks away from the Visitors Center. This bus will carry them to the Rondout nodes traveling along Broadway for most of its distance. The "A" bus also passes through a portion of the Rondout Historic District along McIntee, Wurts, and Abeel Streets before reaching West Strand Plaza, a major Urban Cultural Park activity and interpretive center.

From this point, the "A" bus travels east, passing the Maritime Museum Urban Cultural Park Visitors Information Center, the Trolley Museum, and several Urban Cultural Park landmarks on its way to Kingston Point. En route, the "A" bus detours for a short distance from the designated primary Urban Cultural Park circulation route to pass through the Ponckhockie neighborhood via Tompkins and Union Streets before rejoining the Urban Cultural Park at Union and North.

Visitors wishing to experience that portion of the Urban Cultural Park waterfront which lies between Wilbur and West Strand and travel along the Wilbur link may do so by using or transferring to the Route "C" bus (Abeel, Wilbur, Greenkill) and transferring to the Route "B" bus at the intersection of Wall Street and Greenkill.

From this point, the "B" bus travels north on Wall Street to the Stockade district. The bus traveler may then disembark a short distance from the Stockade Visitors Center.

b. Shuttle Services/Bus Tours

Once the Historic Kingston UCP Visitors Center becomes operational, a shuttle service will be instituted connecting it and the Maritime Museum (Rondout) Visitors Center during peak periods.

Visitors wishing a more focused Urban Cultural Park experience will be offered the option of taking bus tours. These tours will be operated by Urban Cultural Park management and will be conducted by guides who are knowledgeable about the Park and the landmarks which will be seen during the course of the tour. (See Interpretive Plan for more detail.)

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## KINGSTON URBAN CULTURAL PARK

### VI. PROGRAMS FOR PARK IMPROVEMENT AND USE

#### A. LANDSCAPE/STREETScape

##### 1. STREETScape DISTRICTS

Achieving a sense of unity and continuity within the urban landscape through a comprehensive streetscape improvement program is an important objective of the statewide Urban Cultural Park program. In response to this, streetscape elements (light poles, benches, sidewalk paving treatments, etc.) will be used as common denominators for the Urban Cultural Park. The more historic elements (originals or replicas) will be used in the historically important areas, while less historic elements (along with a lesser degree of treatment) will be applied to the peripheral areas within the Park.

Eight areas of treatment within Kingston's Urban Cultural Park have been identified based on their historic importance, architectural significance, predominant land use, and rehabilitation potential. These eight streetscape districts or categories are:

- . Historic Commercial - commercial areas within an historic district
- . Historic Residential - residential areas within an historic district
- . Historic Urban Parks and Plazas - urban open spaces of historic importance
- . Secondary Commercial - important commercial areas outside an historic district
- . Secondary Residential - residential areas adjacent to an historic district
- . Tertiary Commercial - peripheral commercial areas
- . Tertiary Residential - peripheral residential areas
- . Recreational Parks - large recreation-oriented parks within the Urban Cultural Park

These eight general areas of treatment provide a classification system for which staged programs of improvement can be developed. Specific suggestions and recommendations will be made on the style and location of the streetscape elements along with their intensity of use as determined by the unique character intrinsic to each of the areas.

The streetscape elements to be considered in the improvement recommendations are the following:

- . Benches - originals, historical replicas, modern, and recreational
- . Trash Receptacles - historical replicas, modern, and recreational
- . Sidewalk Pavings - bluestone, brick, concrete, and combinations
- . Street lighting - hanging globe, post and lantern replica, and modern cobra-head
- . Street plantings - street trees, potted plants

a. **Historic Commercial**

The Historic Commercial category is made up of those concentrated commercial areas within two of Kingston's designated historic districts (specifically sections of Wall and Front Streets in the Stockade Historic District and lower Broadway and West Strand in Rondout Historic District).

These commercial areas are of central importance due to their inclusion within designated historic districts and their people-attracting qualities. Consequently, their high-visibility dictates the use of historic accessories in order to maintain or re-create where necessary their original historic character. Supplies of original materials/accessories are limited. The use of these elements will be concentrated within historic commercial districts for greatest impact. Should there not be a sufficient supply of original accessories for an entire district, their use can be concentrated primarily along Wall and Front Streets in the Stockade, and lower Broadway and West Strand in Rondout.

b. **Historic Residential**

The Historic Residential district includes most of both the Stockade Historic District and the Rondout Historic District, all of the Chestnut Street Historic District, and any other residential areas of significant historical character. Like the Historic Commercial District discussed previously, the Historic Residential District, due to its historical importance, will receive a greater degree of treatment with historic materials and original lighting. If there are not sufficient supplies, the emphasis will be placed on Historic Commercial areas.

c. **Historic Urban Parks and Plazas**

This category consists of Academy Green, the Louw-Bogardus Ruins, the Masten House/Senate House complex in the Stockade, Cornell Park, West Strand Park, and the area to be developed along Rondout Creek (the Boardwalk) in Rondout.

Due to the historical importance, central location, and primary educational/ recreational function of the areas within this category, it was determined that these parks and plazas should receive a greater emphasis on the historical aspect of their character. For this reason, the use of original elements or original materials is specified.

d. **Secondary Commercial**

The Secondary Commercial districts include any commercial areas of some historic or geographic significance with respect to the proposed Urban Cultural Park development. These districts will act as a buffer between areas of great historical significance (and therefore greater streetscape treatment) and areas of lesser importance (minimal treatment) to provide a smooth transition between the different areas within the Park.

The level of treatment this district receives will be less than that of the historic commercial district but will be reflective of its role as a commercial area as well as a transitional site.

e. **Secondary Residential**

These districts include residential areas usually adjacent to the designated historic districts. They are residential areas with some definite historical characteristics but not important enough to be classified as part of an historic district. This category, like the secondary commercial district, will receive a lesser degree of treatment consistent with its lesser degree of historical importance in the Urban Cultural Park.

f. **Tertiary Commercial**

This last classification of the commercial areas within Kingston groups those areas of least historical significance as portrayed by their architecture. Presently, this district includes Broadway from Albany Avenue to Delaware Avenue, the northern portion of Clinton Avenue, and portions of North Street in Rondout.

Although historically the connecting link between the Stockade and Rondout, the upper section of Broadway boasts less historical architectural examples than lower Broadway in Rondout. Less emphasis should be made on "historicizing" this section than on improving or upgrading its appearance and function as a commercial center. Suggestions for improvement will be aimed at effectively assimilating these commercial areas into the Urban Cultural Park through the use of signage, street plantings, and facade treatments (to be detailed under the facade program).

g. Tertiary Residential

The Tertiary Residential district is the last in the hierarchy of the residential neighborhoods based on proximity to the designated historic districts and unique or unusual historic qualities. The south end of the Stockade area and the Wilbur link form this third category of residential neighborhoods.

As in the case of the Tertiary Commercial district, the recommendations for this area are passive in nature, i.e. they would be directed to future development rather than calling for change at the present.

h. Recreational Parks

This category consists of the large, recreation-oriented parks including Block Park, Hasbrouck Park, and most of Kingston Point Park. As in some of the secondary and tertiary districts, the treatment recommended will be aimed primarily at the integration of these recreational parks into the Urban Cultural Park fabric rather than an inappropriate preservation or re-creation of historic character.

Through coordination of uses and scheduled programs relating to the Urban Cultural Park, the parks can become vital and unique reservoirs of cultural and recreational experience in an integral part of the Urban Cultural Park system.

2. **ELEMENTS**

The following section deals with the specific palette of materials which will be used in the streetscape/landscape program within Kingston's Urban Cultural Park. The more historically significant districts will receive a greater degree of treatment using more historically significant elements in their improvement programs while less historically significant areas will be designed with elements of less historic significance. Through the use of a selected number of elements, a sense of continuity will be achieved providing smooth transitions between unrelated areas.

a. Benches

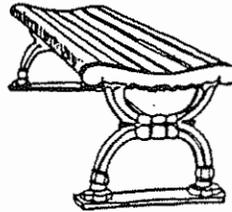
Four types or styles of benches have been identified for use in Kingston's Urban Cultural Park. The type of bench used in a specific location will be based on that location's needs and streetscape district classification.

1. Type A: An early bench model found in Academy Green.
2. Type B: Historical replica to be used in the Historic Urban Park/Plazas and in the historic residential district.
3. Type C: A backless variation of the historical replica, to be used in commercial areas of historical significance.

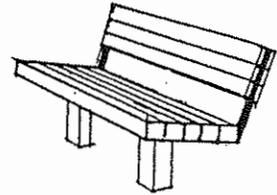
4. Type D: A (heavy-duty) park variety for use in the recreational parks.



**TYPE B  
HISTORICAL REPLICA**



**TYPE C  
BACKLESS HISTORICAL REPLICA**

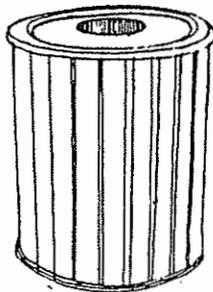


**TYPE D  
RECREATIONAL**

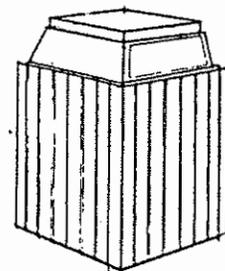
**b. Trash Receptacle**

Since the trash receptacle will be used largely in conjunction with the bench, they should match in style. Two styles have been chosen:

1. Type 1: To match the historical replica bench model, an oak-slat style receptacle (as used in West Strand Park) will be used.
2. Type 2: For the non-historic commercial areas, a modern style trash receptacle will blend in with the urban fabric and not appear misplaced.



**TYPE 1  
MATCHING REPLICA**



**TYPE 2  
MODERN**

**c. Paving**

A number of possibilities exist for pavement treatment in the Urban Cultural Park. These possibilities range from the sole use of blue-stone in the core areas of the historic districts to the use of concrete in low priority areas.

1. Bluestone

Bluestone is significant historically since it was quarried from the Kingston area in the mid 19th century and shipped from Rondout Port. In light of its role in the economic development of both Kingston's and Rondout, bluestone should be used as a paving material in the historic residential and commercial districts in sidewalks, storefront entrances, and urban plazas. In areas of lesser historical significance, bluestone may be used in conjunction with concrete to emphasize paths, entrances, pavings around landmark buildings, etc.

2. Brick

In addition to bluestone, brick also played an important part in the early economic development of Kingston. At one time, the Kingston area boasted upwards of 20 brick works along the west bank of the Hudson. The use of brick as paving material as well as a building material should be encouraged strongly within the historic districts.

3. Combinations

In areas that play a role in the contribution of historical background to the Urban Cultural Park, the use of brick and bluestone in conjunction with concrete as paving materials is appropriate and should be implemented. The brick or bluestone accent areas may be at main entrances, at the base of landmark buildings that fall outside a designated historic district, or within large expanses that would otherwise be all concrete to provide some continuity and variety.

4. Concrete

Concrete may be used (as needed) as an acceptable sidewalk paving material in the low-priority areas, the recreational parks and the tertiary residential districts.

d. Street Lighting

At present, there is a minimum of four different types of light poles used within the Urban Cultural Park boundaries in Kingston: a modern cobra-head aluminum pole; a cast-iron replica of the post and lantern style; a newer aluminum version of the post and lantern style (primarily located around the Senate House); and an original early hanging globe model (the same type reconditioned and used in West Strand Plaza). For reasons of basic good design, simplicity and continuity, the number of different styles should be limited to three for the entire Urban Cultural Park.

1. Type A: Early Hanging Globe Model

As previously noted, this is the street light model that has been re-used in West Strand Plaza. It is recommended that these be installed or relocated as necessary so that their use is limited to the historic commercial districts (supplies permitting).

2. Type B: Post and Lantern Replica

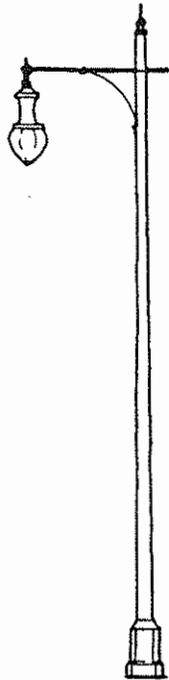
Ideally the original early hanging globe model would be used within the entire historic residential district. But since supplies are limited, the post and lantern replica may effectively be substituted, its style and size being compatible with the historical character and scale of these residential areas. Therefore, for the sake of continuity, the post and lantern replica should be used in the Stockade core area due to its residential character rather than the hanging globe model.

The Secondary Residential district adjacent to the Stockade Historic District should institute a program of replacement of the modern or utility pole-attached lighting fixtures to those of the post and lantern replicas. This district retains a definite historic character and would benefit from the reintroduction of historical elements.

The areas within Rondout and Ponckhockie also possess, though to a lesser degree, a historical flavor and therefore efforts should be made to protect what exists and as funds allow, to try and recapture some of the lost historical character. One of the most effective ways within these areas would be to replace the existing lighting with the cast iron post and lantern replica. Not only would it contribute to the historical character of the individual neighborhoods, but as in the case of Ponckhockie which is rather removed from the major areas of importance, the similar lighting fixtures would lend a sense of visual continuity to the Urban Cultural Park.

3. Type C: Modern Cobra-Head Light Pole

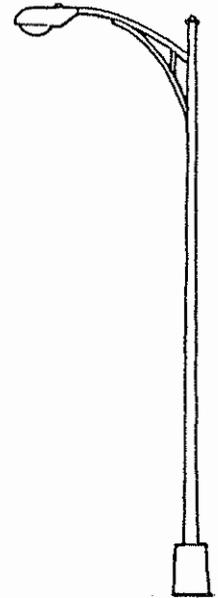
This standard light pole should be used in the areas of least historical importance or as practicality allows. The Broadway link, Wilbur Avenue link, and the recreational parks are all appropriate areas for the use of the modern light pole.



**TYPE A**  
**ORIGINAL HANGING GLOBE**



**TYPE B**  
**POST & LANTERN REPLICA**



**TYPE C**  
**MODERN COBRA-HEAD**

e. Street Plantings

As with the lighting fixtures, street trees can act as unifying elements to visually tie the different parts of the Urban Cultural Park into a coherent whole. Street trees should be planted or replaced as necessary along the major routes within the UCP with one of the following suggested varieties:.

*Platanus acerifolia*  
*Liriodendron tulipifera*  
*Zelkova serrata*  
*Ginkgo biloba*  
*Cercidiphyllum japonicum*  
*Tilia* spp.  
*Ulmus* spp.

Vegetation is rather ample in the historical residential districts. However, the districts may benefit from a program of replacement of dead, diseased and/or hazardously located street trees.

Street trees are sporadic along lower Broadway and should be replaced if missing or damaged. Individual large potted plants or small trees in terra cotta pots set out in front of shops by the merchants can be encouraged providing they do not obstruct major pedestrian traffic flows.

For the recreational parks and a number of historic urban parks, each site should be studied individually to determine its needs and functions in enabling the development of a planting plan sensitive to its planned uses and environs.

f. Tree Grates

Tree grates should be installed on all street trees within commercial or residential areas expected to have a large percentage of pedestrian traffic to protect both the tree (from earth compaction) and the pedestrian from unnecessary grade changes along their path.

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# ELEMENTS CHART

	HISTORIC COMMERCIAL	HISTORIC RESIDENTIAL	HISTORIC URBAN PARKS & PLAZAS	SECONDARY COMMERCIAL	SECONDARY RESIDENTIAL	TERTIARY COMMERCIAL	TERTIARY RESIDENTIAL	RECREATIONAL PARKS
<b>BENCHES</b>								
ORIGINAL			*					
HISTORICAL REPLICA		*	*					
BACKLESS HIST. REPLICA	*							
RECREATIONAL								*
<b>TRASH RECEPTACLES</b>								
MATCHING REPLICA	*	*	*					
MODERN				*		*		
<b>SIDEWALK PAVINGS</b>								
BLUESTONE	*	*	*					
BRICK			*					
COMBINATIONS				*	*			
CONCRETE						*	*	*
<b>STREET LIGHTING</b>								
ORIGINAL HANGING GLOBE	*		*					
POST & LANTERN REPLICA	*	*			*			
MODERN COBRA-HEAD				*		*	*	*
<b>STREET PLANTINGS</b>								
STREET TREES	*	*	*	*	*	*	*	*
POTTED PLANTS	*							
TREE GRATES	*		*	*				

## **B. SIGNAGE**

An effective Urban Cultural Park signage program must address three objectives. It must provide signs which fulfill certain basic functions. It must produce signs which are in harmony with the historic character of the Park. It must use signage to help create a distinctive image and "sense of community" within the Park which sets it apart from other parts of the community.

### **1. OBJECTIVES**

#### **a. Function**

Signage within the Park will fulfill one or more of four basic functions. First, signage is needed to provide visitors with direction and facilitate their movement from one park activity center to the next (see Circulation Plan). Second, signage is needed to provide visitors with information on historic landmarks and other points of interest (see Interpretive Plan). Third, signage is needed to identify places of business within commercial sections of the Park. Fourth, some signage may be used strictly for advertising purposes.

#### **b. Historic Compatibility**

To be appropriate, all of the types of signage listed above must be compatible with the historic character of the buildings and settings within the Park. Color, size, shape, materials, location, and design will do as much as content to add or detract from the fabric of the Urban Cultural Park. Signage that does not directly support or enhance the Park's historic character must, at least, respect it. Contemporary materials and elements must be made in a way which causes them to blend in with their surroundings or at least de-emphasize them in favor of historically compatible sign materials and elements.

#### **c. Image/Identity**

To be truly effective, signage within the Park must help create a distinctive and unique image which distinguishes the Park and sets it apart from other areas of the community. This can be accomplished more by the interplay of several elements than by one alone, however. Thus, streetscape vocabulary, facade treatment, signage, and the presence of interpretive sites will work together to create this distinct environment. The result of using a multi-faceted approach will be a stronger, richer statement than that which might be made using signage alone.

### **2. URBAN CULTURAL PARK SIGNAGE**

Urban Cultural Park program signage which fulfills this function is divided into three categories: approach, arrival and directional.

a. **Approach**

Approach signs are those which will be found on the New York State Thruway and other major highways leading into the City of Kingston. These signs will be the responsibility of the New York State Thruway Authority and the New York State Department of Transportation. They will alert motorists that they are approaching Kingston, and to its status as an Urban Cultural Park community. Signs in this category shall conform in size, shape and color scheme to New York State Department of Transportation standards (see Map S-1).

The remainder of the signage system will conform to design standards and guidelines established by the New York State Office of Parks, Recreation and Historic Preservation (OPRHP). These standards will help create a uniform image for all parts of the statewide Urban Cultural Park system while permitting the expression of individual Urban Cultural Park identities within this context.

b. **Arrival**

Urban Cultural Park arrival signs will fall into two categories. The first will be Urban Cultural Park arrival and the second, Visitors Center arrival.

Urban Cultural Park arrival signs will be fabricated in one of two sizes: 56 x 72 inches and 37 x 48 inches. The larger size signs will be placed at or near the juncture of major access routes and the Urban Cultural Park primary circulation route. The smaller size will be used at or near the juncture of the Urban Cultural Park primary circulation route with secondary access routes. (Note: Due to the width of Route 578 and volume of traffic, the larger size sign will be used on this route.)

c. **Directional**

Urban Cultural Park directional signs will be used to direct motorists along the primary Urban Cultural Park circulation route in a counterclockwise direction; i.e., west along Front Street through the Stockade District, southeast through the Wilbur Link to the Rondout, Kingston Point corridor, then north along boundary again to the Masten House Visitors Center.

Signs will be located at points where this route changes direction and at intervals along other portions of the circulation route.

Directional signs will be 16 x 24 inches and will contain the following information: Urban Cultural Park name and logo, OPRHP's name and logo, system name, Governor's name and a directional arrow (see Maps S-1 and S-2).

Arrival and directional signs within the Urban Cultural Park will be fabricated of aluminum with a baked enamel finish. Signs are to be mounted as shown in the graphic entitled "Mounting Types" which accompanies this narrative, on "U"-type channel posts.

d. **Interpretive**

Urban Cultural Park interpretive signage will conform to the standard represented by interpretive signage in West Strand Park. The sign proper will measure 20 x 24 inches and will be attached to a galvanized steel-fabricated structure as shown in Illustration D in the accompanying "Mounting Types" graphic.

The signs themselves will contain a combination of label text, pictures, and/or graphics designed to help visitors interpret specific elements of the historic environment. The Urban Cultural Park's logo and a label identifying it as part of the statewide system of Urban Cultural Parks will appear in a prominent place on the mounting structure.

Additional information regarding the locations and purpose of specific interpretive signs may be found in the interpretive component of this management plan.

3. **COMMERCE/ADVERTISING SIGNAGE WITHIN THE URBAN CULTURAL PARK**

It is the intent of this Management Plan to develop a set of guidelines to assist the merchant community in the selection, design and location of their storefront and advertising signs. By following these guidelines, the business community will be helping to accomplish the objectives outlined at the beginning of this section.

The following guidelines pertain to commerce signs, which include storefront signs and business, company and firm names. The following have been adapted, in part, from the National Trust for Historic Preservation:

- . Keep the sign simple. It should express an easy-to-read, direct message.
- . A storefront should have no more than two signs, one primary and one secondary.
- . If the sign is to be flush-mounted, it should not exceed 2-1/2 feet high but may extend the entire width of the store. The sign should be located between the storefront display windows and the second story windowsills. In general, lettering used should be 8 to 18 inches in height, and ideally occupy only about 65% of the sign board.
- . If a hanging sign is used, it should be mounted at least 8-1/2 feet above the sidewalk and should project no more than 5 feet or less depending on pavement width. The size, style, and location of a hanging sign should be carefully considered so that it does not interfere with sight lines, street vegetation, and neighboring signs.
- . Window signs should not obscure the display area. The color of the letters should contrast with the display background. Light-colored letters or gold-leaf letters with dark borders are effective.

- . Awnings can also serve as signs with contrasting letters painted or sewn onto a valance. Usually, 6- to 8-inch letters are sufficient.
- . Hundreds of letter styles are available. A style that is both easy to read and reflective of the business it represents should be chosen.
- . Sign colors should complement the colors of the building. Light-colored letters on a dark background are easier to read in most city conditions.
- . The use of illuminated signs can add a new and exciting dimension to downtown commercial areas if certain considerations are respected, such as proportions of the storefront, intensity of light, and location. Exposed neon tube letters should be encouraged, as their use can be effective in adding color and vitality to an otherwise nondescript, nighttime streetscape.
- . Choose a professional sign maker. A neat, well-made and well-designed sign can say more for the business or store it represents than the actual words themselves.

The above guidelines will apply to the entire Kingston Urban Cultural Park area on a voluntary basis. For commercial areas within designated historic districts, a more stringent adherence to guidelines will help assure the perpetuation of the desired historic character. Therefore, these guidelines will be imposed by local legislation. The following guidelines will also apply to these areas:

- . The overall appearance of a sign must have a historic nature.
- . The institution of a special review process for the installation of new signs or of those by new owners, will act as a check on the sometimes rather indiscriminate selection and location of signs by store owners.

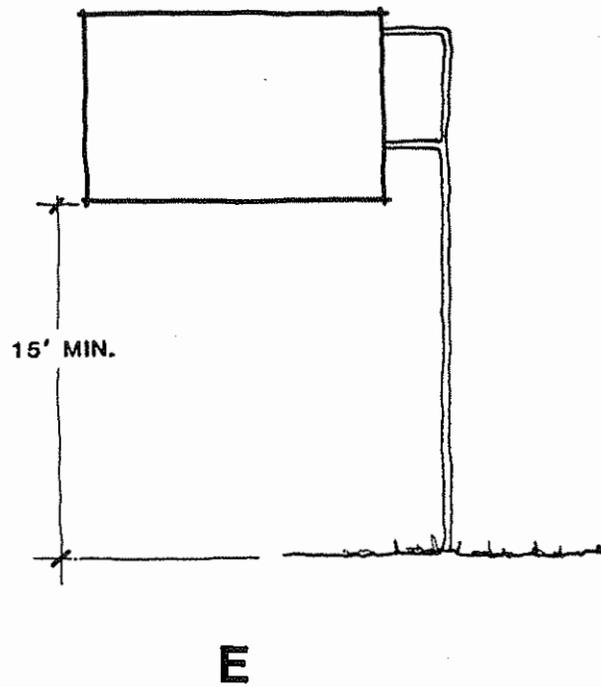
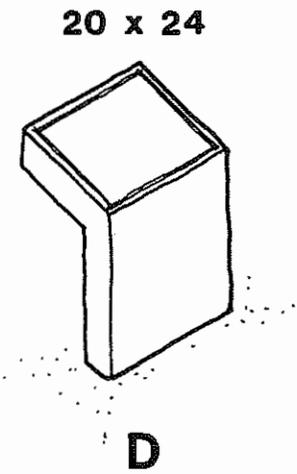
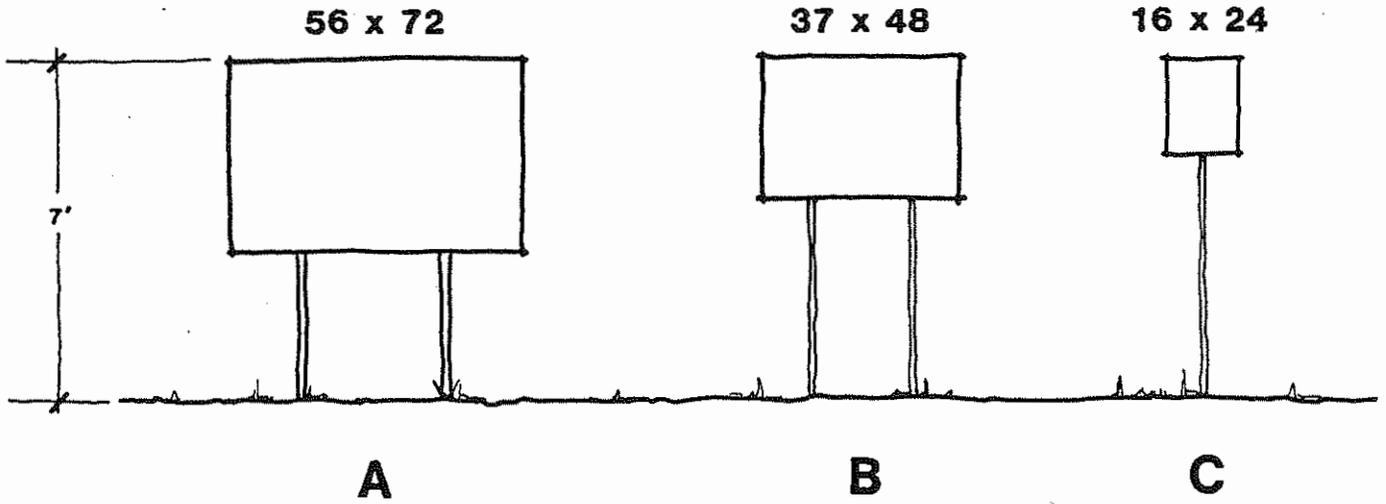
Advertising signage of a temporary nature is a real and valid need in the day-to-day life of a small city. Instead of being totally prohibited, it is the intent of this plan to recognize the need and thereby create a way in which this category of signage may fit into the framework of the Urban Cultural Park system. The following guidelines shall apply:

- . All signage from existing light fixtures shall be removed, especially within the designated historic districts. The stockpiling of dissimilar signs on light poles quickly leads to visual chaos on an urban street.
- . Billboards of a permanent nature shall be prohibited. Many other techniques exist for achieving the same purposes without visually disturbing the urban fabric. A few temporary techniques may be:

- "A" frame sidewalk signs
- Colorful banners hanging in front of the store or even stretched across the street
- Color window posters
- Showy, flamboyant window displays
- Sidewalk art with message incorporated
- Human props

Generally, any attempt which succeeds in calling attention to itself while not detracting from the historic character may be a potential means of temporary advertising for the commercial areas in the Kingston Urban Cultural Park.

# MOUNTING TYPES



# SIGNAGE CHART

CATEGORY	TYPES	SIZE	QTY.	MOUNTING*	INFORMATION	LOCATION
Approach	COMMUNITY APPROACH	DOT. STD.	1	E	Community name	Traffic circle - see map no. S-1
	UCP ARRIVAL & VISITOR CENTER ARRIVAL	56" x 72"	4	A	Community name UCP name & logo State system name & logo	Primary access routes - also at Rte. 578 see map no. S-1, S-2
Arrival	UCP ARRIVAL & VISITOR CENTER ARRIVAL	37" x 48"	4	B	OPRHP name & logo Governor name Visitor Center name arrow	Secondary access routes see map no. S-1, S-2
	VISITOR CENTER ARRIVAL (double-sided)	37" x 48"	2	B	Visitor Center name UCP name & logo State system name & logo OPRHP name & logo	Visitor Center
Directional	STOCKADE VISITOR CENTER DIRECTIONAL	16" x 24"	15	C	Visitor Center name UCP name & logo State system name & logo OPRHP name & logo Governor name arrow	see map no. S-1, S-2
	RONDOUT VISITOR CENTER DIRECTIONAL		9			
Interpretive	INTRODUCTION	56" x 72"	1	A	Community name City map UCP name & logo OPRHP name & logo State system name & logo Governor name see Interpretive Program pg.	Chamber of Commerce caboose see Interpretive Program pg.
	SITE SPECIFIC	20" x 24"	—	D	UCP name & logo State system name & logo text illustrations maps etc.	see Interpretive Program pg.

### C. FACADE PROGRAM

The purpose of the facade program is threefold. The first purpose of the program is to facilitate the rehabilitation of storefronts and upper stories of commercial buildings. Commercial buildings play an important part in the Urban Cultural Park theme and, as such, command high visibility. It is important, therefore, to insure that the commercial buildings within the Kingston Urban Cultural Park provide the visitor with an aesthetic and historical image around which the themes of the Urban Cultural Park can be interpreted.

The second purpose of the facade program is to encourage that this rehabilitation of storefronts conforms with Department of Interior standards. The rehabilitation of storefronts is not only important from the standpoint of aesthetics, but also to maintain the structural integrity and historic context of historic resources within the Park. The proper rehabilitation of historic buildings within the Urban Cultural Park will encourage continued economic redevelopment of the City. It is important that this rehabilitation follow guidelines which establish sound reconstruction methods.

The third purpose of the facade program is to encourage proper rehabilitation of storefronts within the Kingston Urban Cultural Park area which are outside the historic districts. Economic advantages through tax incentives and grant programs are not usually available to those properties not listed on the National Register of Historic Places. It is, nonetheless, important that these properties are rehabilitated in a manner consistent with the goals and objectives of the Kingston Urban Cultural Park.

#### 1. IMPLEMENTATION AREAS

The implementation of the facade program should be directed to areas which have the highest visibility and which are of most importance to the interpretation of the Urban Cultural Park themes. The Broadway/West Strand area of the Rondout neighborhood has recently undergone a facade improvement program. The results of this program are evident from the historic relevance of the facades as well as the structural integrity which has been re-established in the area as a result of the rehabilitation. This area has been given priority within the Urban Cultural Park area as a node and the location of the Rondout Visitors Center.

The Stockade area is the second priority area identified within the Kingston Urban Cultural Park. This area is primarily a commercial area and will play a major role in the interpretation of Kingston's Urban Cultural Park themes. In the early '70s, in order to compete with the newly constructed Kingston mall, a canopy was constructed in the Stockade area to cover the sidewalks and provide shelter for shoppers from the weather. The canopies were constructed as part of a Kingston Urban Renewal project as an alternative to the demolition of these historic structures. At the time, it was considered a model for the redevelopment of commercial areas. Today, the canopy is an

important feature which is identified with Kingston and the Stockade area to create an image which sets this commercial district apart as unique among other communities in the State.

The facade program monies in the Stockade will be used for the restoration of the canopy as well as for building facade and streetfront renovations. The third priority area is Broadway. This commercial strip provides an important link between the Stockade and Rondout. This area has been recommended for facade improvements since the 1970s. It is the intent of the facade program to implement the recommendations of this existing plan.

Finally, the other neighborhoods in the Kingston Urban Cultural Park which have smaller commercial areas should be addressed. The Wilbur, Ponckhockie, and Rondout commercial areas should be included in a facade program to upgrade their smaller commercial buildings and provide economic revitalization stimulus within these neighborhoods.

## **2. FUNDING FOR FACADE IMPROVEMENTS**

It is the intent of the Urban Cultural Park Management Plan to encourage cooperation between the public and private sectors of Kingston. It is imperative that the Kingston Urban Cultural Park utilize both private funding and public incentives for facade improvements.

The intent of the facade improvement program is to establish a fund which can provide incentives for facade improvement projects utilizing criteria and guidance which are consistent with the goals and objectives of the Urban Cultural Park plan.

Sources of funding of this special program will come from various public and private sources. Similar to the Pike Plan as it operates today, a special assessment district can be established within project areas to establish seed money for facade improvement programs. The City of Kingston itself may set aside a certain allotment to assist in the establishment of a grant or loan program. Within certain key areas, the Office of Community Development can assist by targeting funds for facade improvements similar to the Broadway/West Strand area. The New York State Urban Development Corporation has established a program whereby they will deposit monies in local banks with the intent of reducing interest rates for the purpose of facade improvements. The source of funding for the facade improvements program can be City-wide or can be oriented toward a particular neighborhood or area depending upon the historic integrity of the buildings in that area, the relevance of the area to the interpretation of the Kingston Urban Cultural Park, and the economic programs available to different target areas within the City of Kingston.

### 3. IMPLEMENTATION STRATEGY

The facade improvements program will be staged throughout the eight-year cycle of the Urban Cultural Park Management Plan. A revolving fund will be established to insure adequate funding for the duration of the program. This special account will be managed by the Urban Cultural Park Commission with the assistance of the Landmarks Commission for the purpose of design.

A special account will be established in a local bank utilizing monies from special assessment programs, community development, the Urban Development Corporation, and other local and state sources. Funds will be loaned to property owners for the purpose of rehabilitation of facades at very low interest. These loans will be paid back over a period of five to eight years, thereby maintaining an account and a source of funding for future facade improvements.

Qualifications for these loans will be established by the Urban Cultural Park Commission and should include the following:

- a. Improvements shall be in accordance with United States Department of Interior standards.
- b. Design of facade improvements shall be reviewed by the Landmarks Commission.
- c. An amount equal to the loan shall be expended by the property owner for interior improvements to the building concentrating on compliance with New York State building codes as modified for historic buildings. Where possible, improvements to the interior of the building should also follow Department of Interior standards.
- d. Undertaking the improvements to the facade of the building, the Urban Cultural Park Commission as a representative of the City, should be given a facade easement for a minimum of 15 years.
- e. Changes to the signage or other major maintenance or improvements to the facade or attachments thereto shall be required to be approved by both the Urban Cultural Park Commission and the Landmarks Commission. The following guidelines shall be used as a basis for improvements to building facades within the Urban Cultural Park and especially as identified for implementation of the facade improvements program.

### 4. GUIDELINES FOR THE REHABILITATION OF BUILDINGS WITHIN THE FACADE IMPROVEMENT PROGRAM

Maintaining the character and integrity of the built environment is necessary and essential to the success of the Urban Cultural Park program. Standards for commercial facade improvements will be identi-

fied to instruct owners in the proper maintenance procedures and guidelines for physical improvements to historic buildings. Areas will be identified for facade improvements based on their role in the Urban Cultural Park program.

The following will present some general standards for facade improvement ranging from the least expensive routine maintenance procedures to general guidelines for new construction along commercial areas. These standards have been adapted, in part, from a publication of the National Trust for Historic Preservation.

a. Routine Maintenance

The importance of a proper maintenance program cannot be underestimated. Insensitive changes in a building's facade are usually the result of improper maintenance practices. No single factor can aid more in preserving and prolonging the life of a building than a program of proper maintenance respectful of the building's historic and architectural integrity.

1. Cast Iron

Many 19th-century buildings had cast iron applied to their facades as decorative elements. It is a durable material and should be painted periodically to prevent corrosion. To clean away old paint, a chemical paint remover may be used or a low pressure (80-100 psi) dry grit blasting can also be effective in removing old paint and rust. Missing pieces can be recast in aluminum or fiberglass from existing pieces or may be fabricated of wood and painted to match the surrounding original work.

2. Stamped Metal

This material was used frequently for elaborate cornices of facades. It is not as durable as cast iron as it will rust easily if scratched or left exposed. Therefore, it is important to keep the surface painted and to follow up with periodic checks for peeling and blistering. To clean, use a chemical paint remover only--never dry grit blasting. A sheet metal shop can usually duplicate missing parts.

3. Masonry Surfaces

Although generally very durable surfaces, masonry is susceptible to moisture, pollutants, and age. Check for the presence of moisture by surface discolorations or mold growth. Moisture commonly enters masonry surfaces through the tops of walls where the wall meets the roof or in areas near clogged or broken gutters. Check the roof, flashing, copings, and drainage system periodically for watertightness. With age and weathering, mortar may tend to disintegrate, leaving the joints loose, crumbling, or recessed.

When this occurs, the mortar joints should be repointed to keep moisture out, prevent additional weathering, and continue holding the masonry units in place. When repointing, care should be taken to match the color, style, size, and composition of the original mortar.

Cleaning may often be necessary in the removal of pollutants and grime to restore the natural qualities of brick or stone to the unpainted masonry surface. There are various cleaning methods for different masonry surfaces, and care should be taken to select the appropriate method for a particular type of surface. Improper cleaning or the use of inappropriate methods can permanently damage the masonry surface.

Sand blasting or other abrasive methods should never be used on masonry. These processes remove the outer skin of the masonry unit allowing moisture to penetrate the material, thus accelerating the rate of deterioration. Low pressure water cleaning (less than 600 psi), mild detergents, and scrubbing with a bristle brush may be useful in the removal of dirt and grime. Use natural bristle brushes only as metal brushes can disturb the mortar and damage masonry. In cases of paint or heavy grime, chemical cleaners may be required. These are usually used in conjunction with water and repeated several times to remove built-up paint. For unpainted masonry, high pressure water or steam cleaning may be considered. Whatever method is chosen, be sure to enlist the aid of experienced professionals, and check examples of their work for possible side effects due to the cleaning process.

Exposed masonry should be left unpainted unless it is necessary to protect the surface. Previously painted surfaces should be repainted rather than chemically cleaned. Before painting or repainting a masonry surface, loose paint should be removed and scraped, the masonry cleaned of surface dirt, and all loose or damaged joints repointed. A good masonry primer should be applied to the entire surface followed by one or two coats of good quality semigloss or flat latex paint.

#### 4. Wood

Wood was also a common material used for facade cornices and storefronts. Always try to retain any original exterior woodwork. If there are areas beyond repair or re-nailing, caulking, or painting, have a skilled carpenter replace the damaged areas matching, or at least complementing, the existing detailing.

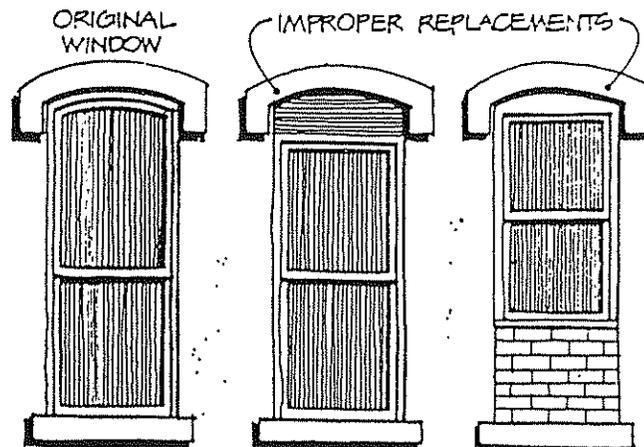
b. Restoration/Replacements

In any type or kind of repair to the facade, an attempt should be made to use original, or at least compatible, materials that match in size, style, and proportion.

1. Upper-Story Windows

The upper story windows of building facades along a commercial strip are visually important, evoking a sense of rhythm and pattern which ties the facades into a coherent whole. Therefore, a boarded up or inappropriately replaced window mars not only the facade to which it belongs, but also severs the streetscape rhythm.

Replacement windows should fill the entire original opening and should duplicate as closely as possible the original window; do not brick in or board up gaps in an opening to make a wrong-sized window fit. Also, try to match the material as well as the design of original windows when considering their replacement.



2. Doors

The traditional storefront entrance consisted of a wood door with a large glass panel. Every effort should be made to maintain and repair an original door if possible. If a door must be replaced, one of three choices exist for the interested owner: (1) have a new door built of the same material duplicating design and proportions; (2) find a manufactured wood or steel door that resembles the traditional store door; or (3) use a standard aluminum commercial door with wide stiles and a dark finish to minimize its effect. Avoid using doors which are decorated with

moldings, window grills, or cross bucks; these doors are residential in character and can look out of place in a commercial setting.

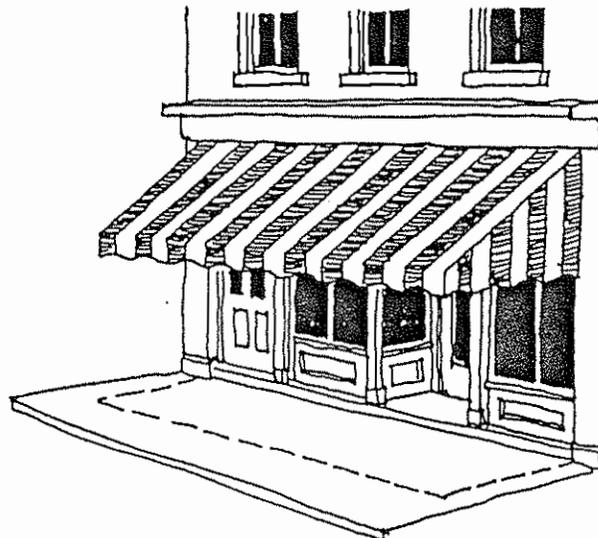
### 3. Siding

In many cases, contemporary sidings have been applied to building facades and sides. Aluminum sidings should be removed and replaced by wood siding similar or identical to the original siding used. Ideally, exterior sheathings should also be removed and the uncovered surfaces should be repaired as necessary. Further use of any exterior sheathings not in character with the historic nature should be strongly discouraged as these artificial sidings have the fault of masking the historic character of the facade.

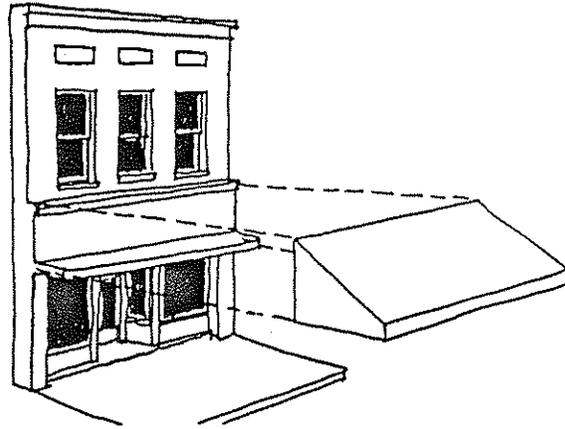
### 4. Awnings

The use of awnings in the traditional storefront was important for providing color and cover to the streetscape as well as creating a transition area between the street and the store interior.

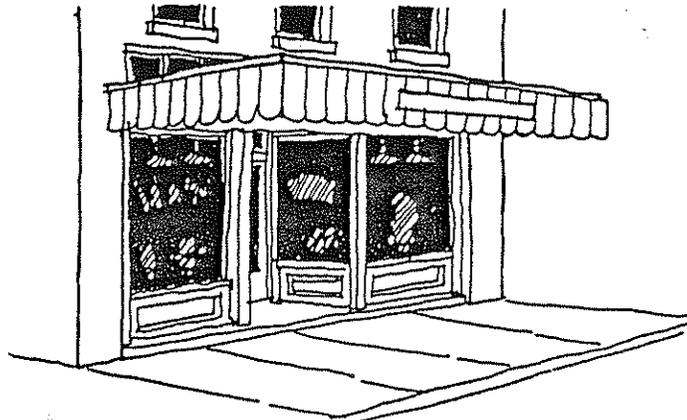
The standard awning should be mounted so that the valance is 7 feet above the sidewalk and projects out between 4 feet and 7 feet from the building. A 12-inch valance flap attached at the awning bar is customary and can also serve as a sign panel. The awning can be attached above the display windows and below the cornice. It should serve to reinforce the frame of the storefront. It should not block or hide the piers nor the space between the second-story windowsills and the storefront cornice.



Inappropriate alterations to the storefront can sometimes be masked quite effectively by mounting an awning over the alterations while still maintaining the traditional proportions of the storefront.



Aluminum awnings or canopies detract from the historic character, and their use should be discouraged. If a flat canopy exists, a valance flap added to it can help improve its appearance. Awnings are available in a variety of materials, colors, and patterns varying in cost and durability.



#### 5. Signs

Refer to the sign program for suggestions regarding storefront signage.

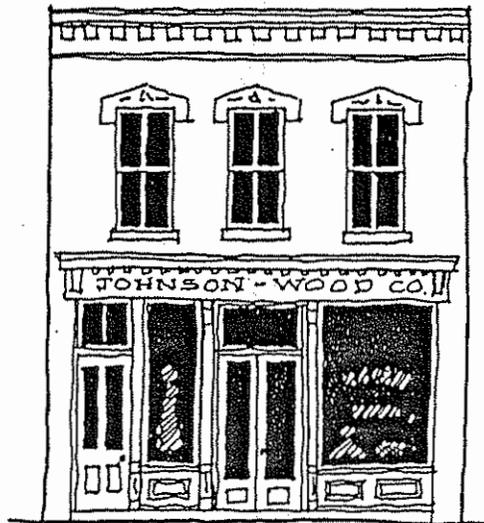
## 6. Color

Painting can be one of the most dramatic and inexpensive improvements that can be made to a building. The right colors can unify the different building elements as well as relate the building to its neighbors.

Three colors are sufficient to highlight a facade. With more, the facade tends to read less as a whole and more as separate elements. The base color (which may also be the natural brick or stone) would include the upper walls and piers flanking the storefront; the major trim color (which should complement the base color) would be applied to the decorative elements of the facade: cornice, columns, window frames, etc. The minor trim color (often a darker shade of the major trim color) would be reserved for the window sash, doors, storefront frame, small cornice details, etc.

### MINOR TRIM

- WINDOW SASH
- DOORS
- STOREFRONT FRAME
- SMALL DETAILS ON CORNICES, WINDOW HOODS AND BULKHEADS



### MAJOR TRIM

- CORNICE
- WINDOW CAPS
- WINDOW FRAMES
- STOREFRONT CORNICE
- STOREFRONT COLUMNS
- BULKHEADS

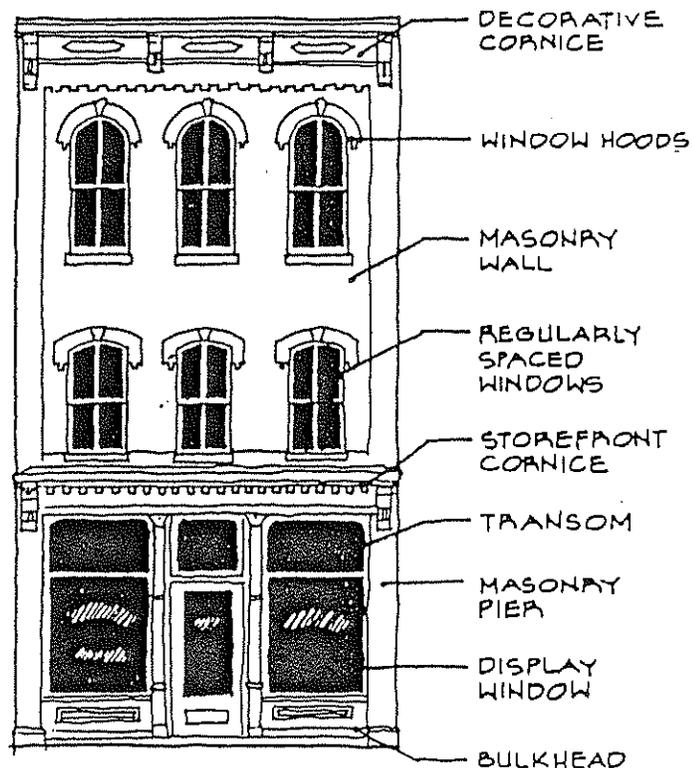
### BASE COLOR

- WALL SURFACES
- STOREFRONT PIERS

The choice of color considered should relate to the surrounding buildings and the color schemes of the geographic area and the historic period. In addition to celebrating historic detailing, colors can be used conversely to minimize facade alterations, repairs, or problems. A coat of paint can effectively improve the appearance of a poorly patched, repointed masonry wall as well as make a collection of inappropriate materials more compatible.

## 7. Storefronts

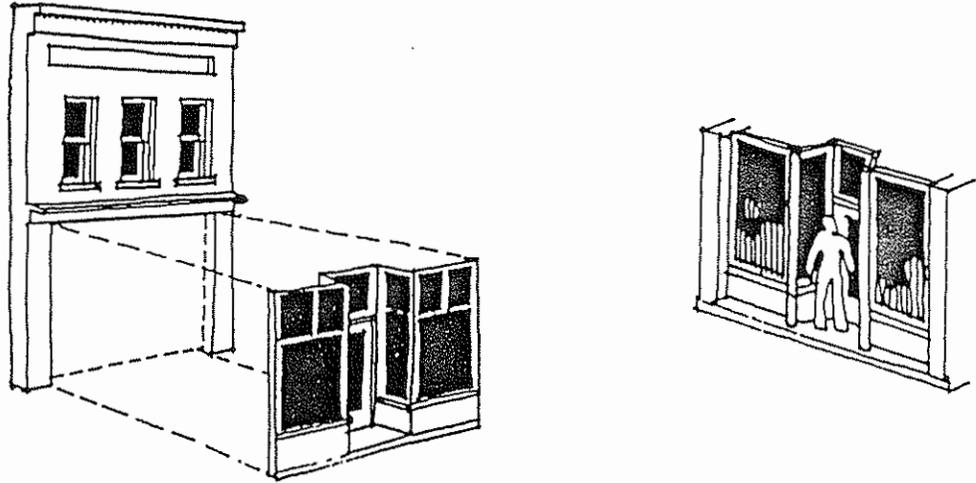
The traditional commercial facade had a well-defined opening on its lower level that the storefront filled. It was bounded by a pier on either side, a sidewalk on the bottom edge, and the lower edge of the upper facade defined its top edge.



The most common problem that exists today on the historic commercial strip is that the storefront has been allowed to stray from its original position. It is no longer contained by the facade elements and does not appear as a natural part of the building, thereby destroying the unity of the building as a whole.

When considering restoration or a more contemporary treatment of improvement, all considerations made should be based on the parameters of traditional storefront design. A general rule of thumb to follow is that the storefront

should be designed to fit inside the building's original opening and not to extend beyond it into the space in front or at the sides of the opening. To emphasize the sense of containment, the entire storefront may be set back 6 inches to 12 inches from the front edge of the building.



The traditional storefront had an open quality to it allowing the visual interplay between goods and prospective consumers and providing the maximum amount of light to penetrate into the store. This was achieved by the use of large panes of windows along the entire storefront. These considerations are still valid today.

In basic terms, the traditional storefront was composed of more glass and less wall at the street level, balanced by more wall and less glass on the upper facade. This simple formula should be followed when treating historic commercial areas.

Colors and textures of the storefront materials should be simple, compatible, and unobtrusive:

- . Storefront frames can be of wood, cast iron, or anodized aluminum.
- . Display windows should be clear glass.
- . Transom windows can be clear, tinted, or stained glass.
- . Entrance doors should have a large glass panel and can be of wood, steel or aluminum.
- . Bulkheads can be wood panels, polished stone, glass, tile, or aluminum-clad plywood panels.
- . Storefront cornices can be made of wood, cast iron, or sheet metal.
- . Side piers should be of the same material as the upper facade, or painted or stuccoed to look the same.

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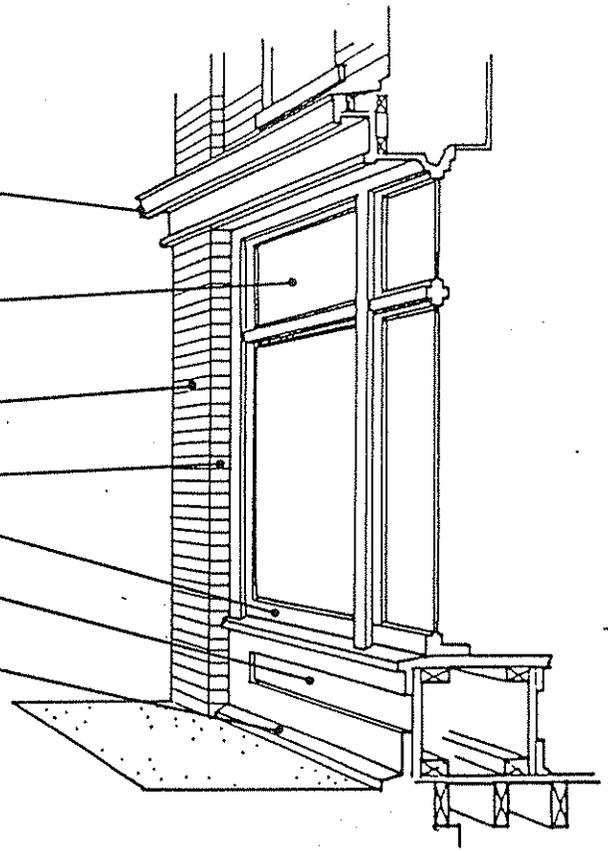
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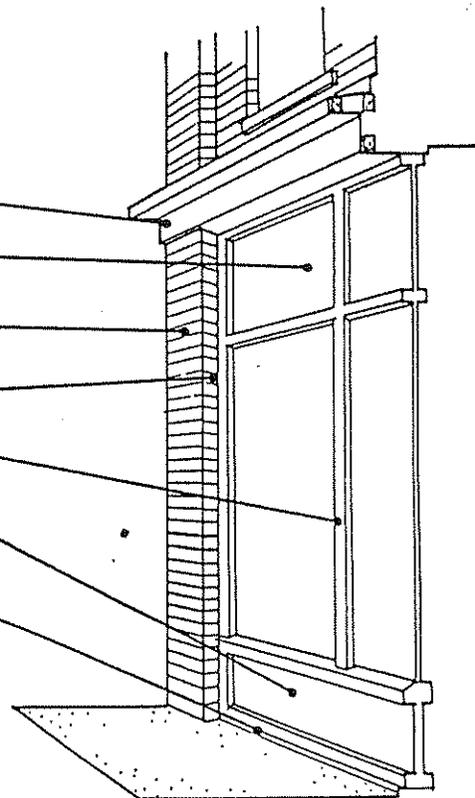
### STOREFRONT WITH TRADITIONAL MATERIALS

- A cornice can be constructed with wood framing, plywood and moldings with a sloping sheet metal cap to shed water. The cornice spans the top of the storefront, often covering a structural beam or unfinished brick.
- Transoms are optional design elements that help to break up the massive effect of very large sheets of glass. Transom windows can be clear, tinted or stained glass.
- Masonry piers are uncovered and match the upper facade.
- The storefront is recessed 6 inches into the opening.
- The storefront and windows are framed in wood. The sill slopes forward for drainage.
- The bulkheads are constructed with wood framing and a plywood back with trim applied to it.
- The storefront rests on a masonry or concrete base to prevent water damage.



### STOREFRONT WITH CONTEMPORARY MATERIALS

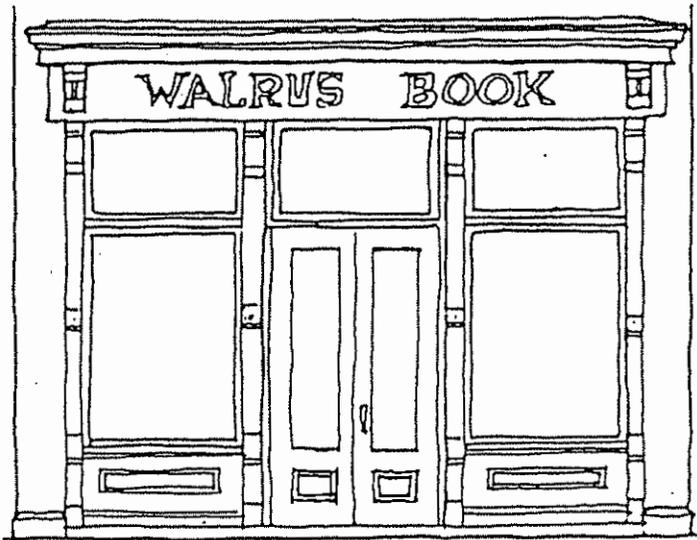
- A cornice is made with sheet metal over a wooden frame.
- Optional transoms can be stained glass, clear glass or opaque.
- Masonry piers are uncovered and match the upper facade.
- The storefront is recessed 6 inches into the opening.
- The storefront and windows are framed with dark anodized aluminum or painted aluminum.
- Bulkheads are constructed of aluminum framing and a plywood panel clad with aluminum.
- The storefront rests on a masonry or concrete base.



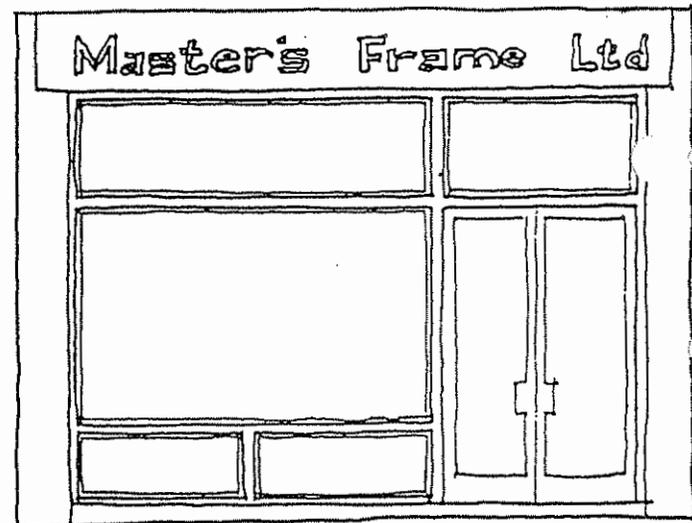
To maintain the integrity and authenticity of the historic character, certain materials and design styles or elements should never be used. Mansard roofs with wooden shingles, rough textured wooden siding, and fake brick or stone and gravel aggregate materials are all unsuitable materials. In addition, care should be taken to avoid inappropriate historical themes; colonial doors, small window panes, and storefront shutters are 18th-century elements not found on 19th and early 20th century facades.

Remember, when redesigning the facade, keep emphasis on transparency for the storefronts. Whether original or contemporary materials are to be used, the end product should be the same.

1. Large display windows with thin framing.
2. Recessed entrance.
3. Cornice or horizontal sign panel at top of storefront to separate it from the upper facade.
4. Low bulkheads at the base to protect windows and define the entrance.



TRADITIONAL STOREFRONT

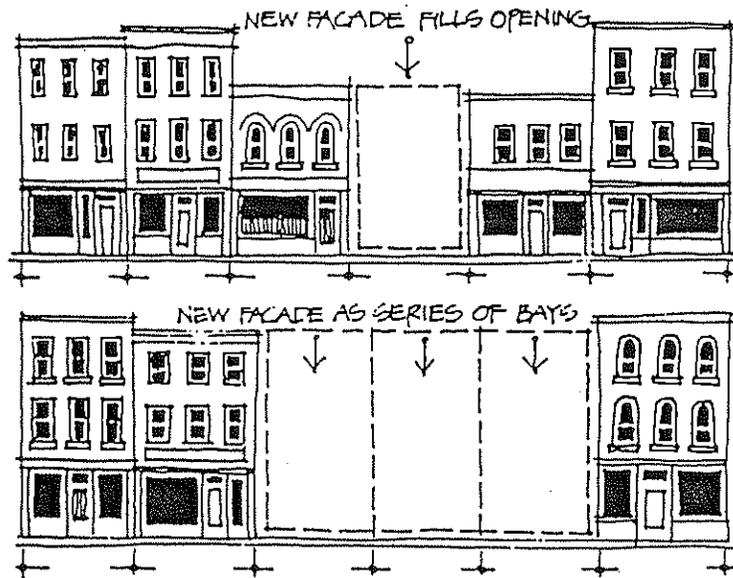


CONTEMPORARY STOREFRONT

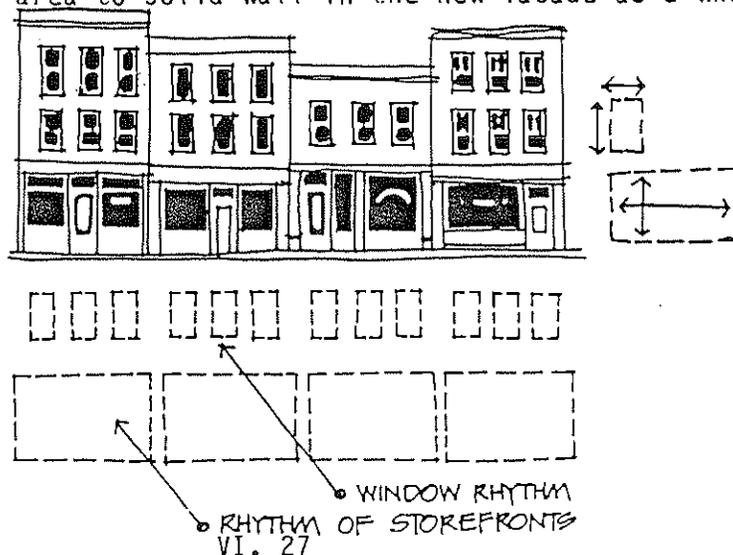
c. Infill Construction

Oftentimes single buildings within a row of buildings were torn down due to deterioration, the need for additional parking space, or the implementation of Planned Urban Development programs. The resultant empty lots destroyed the rhythm of buildings along the main commercial streets. In central areas of commercial activity, infill construction within these vacant lots should be encouraged. However, the new facades should be designed to look appropriate and compatible with the surrounding buildings, not mimic them.

When considering infill construction in a downtown area, take cues from the surrounding environment. The average height and width of the neighboring buildings will determine the general set of proportions for the infill building. The infill building should also fill the entire vacant space between the flanking existing buildings. If the site is large, the facade can be broken into smaller bays to maintain the building rhythm. In addition the new facade should be flush to its neighbors, if not, the danger exists of visually disrupting the streetscape rhythm.



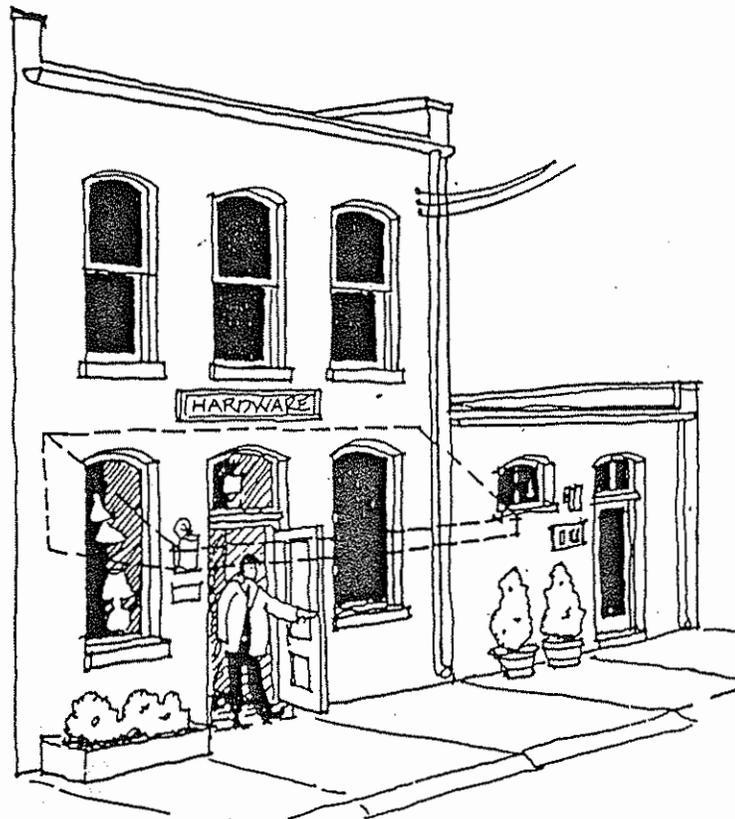
Within the facade itself, the organization of its parts (windows, cornice, etc.) should be similar to that of the surrounding facades. The rhythms that occur throughout the block from the window and entrance spacings should be incorporated into the new facade. Take care to match size and proportion of window and door openings to neighboring facades. Also match the ratio of window area to solid wall in the new facade as a whole.



As with general proportions, the detailing, materials, and color of the infill facade should reflect and relate to the details, materials, and colors of the adjacent buildings.

d. Rear Entrance Improvements

Improvements at rear entrances of buildings may become more and more beneficial as parking areas become developed behind buildings. The general guidelines for facade improvements also apply to rear facades: maintain the continuity of building proportions, scale, rhythm, and similarity or compatibility of materials. Rear entrances should be kept clean and well-lit; they should be inviting, not threatening. Refuse storage and routine delivery services should be handled sensitively with respect to the overall improvements and increased visibility.



## D. INTERPRETATION

### 1. INTRODUCTION

New York State's Urban Cultural Park program was conceived with the recognition that a great deal of physical evidence of the State's rich cultural past still exists. The program is predicated on the belief that this physical evidence--in the form of historic buildings, features and settings--is worth preserving. Furthermore, the program assumes that a citizenry educated regarding the existence of these historic resources and their significance will recognize their value and support the effort to protect and preserve them.

While historic artifacts may be found throughout the State, the Urban Cultural Park movement focuses on only a portion of these resources. The UCP program concentrates on the urban areas of the State as representative and symbolic of the State's growth and development, and as repositories of New York's cultural heritage. In designating a handful of communities across the State as Urban Cultural Parks, the program is being more selective still.

The fourteen communities (including Albany and Buffalo) chosen by the Office of Parks, Recreation and Historic Preservation to be the first of the State's urban centers to be awarded this distinction meet two criteria. First, they contain significant (unusually large) concentrations of these historic resources. Second, they have a special story to tell ... one that illustrates some particularly important aspect or theme of New York State's growth and development.

The purpose of the UCP's interpretive program is to tie these elements of preservation, historic resources (artifacts) and cultural themes together. Through the interpretive program, Park visitors are exposed to the "physical evidence" represented by historic buildings, features and settings. This "evidence" is, in turn, used to tell the UCP's story. In the process, both the artifacts and the history become more meaningful, and thus more valuable.

This unique method of educating the public is further enhanced by inviting the Park visitor to view UCP artifacts in the light of present reality, as well as history, and to make comparisons.

Frequently such comparisons stimulate new insights about how "where we are now" is a direct outgrowth of where we have been, and the road that has taken us from there to here.

The Kingston Urban Cultural Park's interpretive program is designed with these objectives and approaches in mind. The program draws upon the community's impressive inventory of historic/cultural resources to bring Kingston's special story to life.

## 2. SEQUENCE OF VISITOR EXPERIENCES

Tourist and residents visiting Kingston's Urban Cultural Park will be guided through a sequence of experience designed to help them adjust to the Park environment, become familiar with the Park's purpose, and get the most out of their visit. This series of experiences is described below.

### a. Arrival

Visitors entering Kingston from outside the area will be greeted with signs, graphics, and special facilities which create an appropriate sense of arrival. These entry points will assure first-time visitors that they have reached their intended destination. They will create an initial excitement of anticipation among returning visitors who enjoyed earlier visits to the Park.

The primary arrival point will be on Washington Avenue just south of New York State Thruway Exit 19. The Greater Ulster Chamber of Commerce operates a visitor information center at this location. The center is contained in a reconditioned Ulster and Delaware caboose which rests on a length of relocated railroad track just off the highway. The site has ample parking.

To identify this site as an Urban Cultural Park entry point, a large billboard size sign will be erected just off the highway. This sign will contain a large map of the City which clearly identifies Urban Cultural Park boundaries, major circulation routes, and indicates the locations of Urban Cultural Park visitors centers, parks, and other major points of interest.

During periods when the caboose is staffed, written materials on the Urban Cultural Park will be available. Chamber employees and volunteers who staff this facility will be given an orientation on the Urban Cultural Park so they can respond to questions. However, visitors will be encouraged to proceed directly to the Historic Kingston UCP Visitors Center for in-depth information.

It is anticipated that the majority of people coming from outside the area will enter the Park through this exit. However, additional signs identifying Kingston as an Urban Cultural Park will be erected at secondary arrival points.

These signs will be supported by directional markers which lead out-of-town tourists to the Historic Kingston UCP Visitors Center. (See Circulation Plan for additional detail.)

### b. Decompression

Picnic tables equipped with cooking grills and trash receptacles have been installed at the caboose site compliments of the Kingston Lions Club. These facilities, combined with ample parking and a parklike atmosphere, will provide weary travelers with an opportunity to rest briefly and unwind from their journey before continuing onto the Historic Kingston UCP Visitors Center.

From the caboose site, motorists will be directed along one of the access routes to the Historic Kingston UCP Visitors Center. The first of these routes will take visitors south along Washington Avenue to Clinton Avenue, then east along Clinton Avenue to the Visitors Center. This route will be used initially because it is short and fairly direct. If, at some future time, increasing traffic volume makes this route less desirable, motorists will be diverted to a second access route. This alternative will follow I-578 to Albany Street, then west on Albany to Clinton Avenue and north on Clinton Avenue to the Historic Kingston UCP Visitors Center.

These two alternative access routes will provide different kinds of experiences. The first travels through highly-developed commercial areas, while the second includes a stretch of arterial bordered by meadows and forests. Both routes will provide motorists with an opportunity to adjust--physically and psychologically--from the stress and monotony of the high-speed superhighway to the City's more dynamic, developed landscape before becoming fully involved in the Urban Cultural Park experience.

This period of transaction will also give arriving visitors their first glimpse of the Park's landscape. This preview will invite curiosity and increase anticipation, thus priming these new arrivals for the reception and orientation they will receive at the Historic Kingston UCP Visitors Center.

Additional opportunities for decompression will be found at other strategic locations within the Urban Cultural Park itself. For example, the Historic Kingston UCP Visitors Center will contain a small lounge and restroom facilities. Meticulously maintained grounds connect the Visitors Center with its neighbor, the Senate House Historic Site.

Downtown, a planned boardwalk will invite leisurely strolls along the Rondout's northern shorefront, West Strand Plaza, and the Maritime Museum Visitors Center east to the Kingston Point Lighthouse, another interpretive resource. At Kingston Point Park, recreation facilities including a picnic area and walking trail will permit Park visitors to take time out to replenish their energy reserves. An overlook at Hasbrouck Park will reward those who take time to make this detour with a breathtaking pause as they look out over a panorama which encompasses both the Hudson River and Rondout Creek.

#### c. Reception

Visitors arriving at the Historic Kingston UCP Visitors Center and Maritime Museum Visitor Interpretive Centers will be greeted by a Urban Cultural Park staffperson or volunteer.

This personal contact will make visitors feel welcome and put them at ease. They will then be more receptive to the elements of the Park which they subsequently encounter.

Information and literature on accommodations, restaurants, entertainment, transportation, parking, shopping, and other services and attractions will also be available at both the Historic Kingston UCP Visitors Center and Maritime Museum Center.

d. Orientation

Before embarking on their journey through the Park, first-time visitors will receive an orientation. Maps, photographs, and a video-taped presentation will be used to introduce the Urban Cultural Park concept and tell the Kingston story.

One exhibit will feature the statewide system of Urban Cultural Park and explain how the program came into being. Individual parks will be identified on a map of New York State. Smaller maps will illustrate the shape and extent of each park. This exhibit will also contain photographs and label text.

A second exhibit will focus on Kingston. This exhibit will be composed primarily of photographs picturing the City at various points in history. Some of these photographs will be of buildings which are still standing and, therefore, available to see and interpret. Others will show structures which have since been demolished and settings which have taken on new shapes as the City's landscape continues to change. Taken together, these photographs will create a visual history of the community.

A third component of the orientation program will be in audio-visual form. A narrated video tape will be used to reinforce and expand upon material contained in the photographic exhibit. This presentation will trace the City's history and development. It will convey something of the dynamic process of change which has transformed a small colonial settlement into the Kingston we see today.

These components will be supplemented by a brochure and other written material. The brochure will serve as a reference for those who have seen the exhibits and video and as a substitute for those who have not.

Recognizing that not every visitor will have the same level of interest or available time, alternatives will be presented which allow the visitor to take in a portion of the Park, leaving the remainder for later visitors.

After visitors have received this initial orientation, they will be furnished with detailed information and literature on one or more aspects of the Urban Cultural Park. Examples include maps, brochures, tour guides, and schedules of programs and events.

e. Interpretation

Once they have been given an orientation, Urban Cultural Park visitors will be ready to experience the park firsthand. Signs, exhibits, materials, and programs will help the visitor interpret the

landmarks, features, and settings which make Kingston unique. The interpretive experience will focus on one or more of Kingston's Urban Cultural Park themes: TRANSPORTATION, GOVERNMENT, and ARCHITECTURAL HISTORY.

The following section describes the interpretive elements in detail.

### 1. Historic Kingston UCP Visitors Center

A primary objective of the Urban Cultural Park will be to encourage and equip people to interpret the City's buildings, bridges, features, and settings "on location." In this way, the City will be transformed into a kind of living outdoor museum.

This strategy makes it unnecessary and, perhaps, undesirable to create an "inside" museum for the same purpose. Moreover, a number of existing museums already provide this kind of experience. Portions of the Urban Cultural Park story are being told at the Senate House Historic Site, the Maritime Museum, and the Trolley Museum. The Kingston Point Lighthouse has recently been acquired for use as a satellite facility to the Maritime Museum.

Rather than attempt to duplicate these existing efforts, the Urban Cultural Park will seek to incorporate the opportunities offered by these facilities into the Urban Cultural Park experience. This will be accomplished via information dissemination and cooperative programming. Specific examples are cited in other portions of this document.

Notwithstanding the above, the Historic Kingston UCP Visitors Center will be used to provide three important elements of the Urban Cultural Park interpretive program. These are: (a) a "How to interpret" exhibit; (b) rotating exhibits on Urban Cultural Park theme-related subjects; and (c) interpretive/educational programs. Each of these elements is described briefly below.

#### . "How to Interpret" Exhibit

Many of the people who visit the Urban Cultural Park will know little or nothing about interpretation.

Interpretive signage and a variety of tour literature will help visitors translate this visual impression into something which is meaningful to them. However, the resources thus interpreted and the information provided will be limited. Urban Cultural Park visitors will get far more from their experiences if they have some understanding of how the interpretive process works.

Before leaving the Historic Kingston UCP Visitors Center, visitors will be given a short course in interpretation. This will be accomplished by means of an interactive exhibit. Visitors will be encouraged to pause and take a second look--first at themselves, and then the things

around them. Nearby buildings, visible from the Visitors Center windows, will be used to point out significant features and relationships.

The aim of this exhibit will be to get visitors to participate, to observe, and to view common elements of the landscape from a new perspective. This ability to observe things in a new light, much like an artist or photographer, is the key to the interpretive process.

If this exhibit is effective, visitors will begin to put these newly-acquired skills to work once they leave the center and move through the Urban Cultural Park itself.

- Rotating Exhibits

While the primary focus of the Urban Cultural Park will be outdoors, certain parts of the Kingston story and certain aspects of the Urban Cultural Park themes will be better understood with the help of inside exhibits.

Existing museums like the Maritime and Trolley Museums will provide some such experiences. However, the need for additional exhibits still exists. Moreover, individuals and organizations such as the Friends of Historic Kingston may have material they would like to make available to the public but have not suitable vehicle for doing so.

Space considerations will also severely limit the amount of material which can be accommodated in displays at the Historic Kingston UCP Visitors Center at any one time.

One way of responding to the need for additional exhibits within the space available is to use rotating exhibits. This practice will also enable the Visitors Center to attract repeat visitors and maintain their interest despite the fact that they may have seen the Center's permanent displays a number of times.

It is anticipated that rotating exhibits will not be developed for the initial opening of the Center. Instead, such exhibits will be added later once the Center is established and attracting sufficient numbers of visitors to warrant expansion.

- Programs, Festivals, and Special Events

Like rotating exhibits, programs will allow the Historic Kingston UCP Visitors Center to supplement its basic fare of offerings and create a reason for visitors to keep coming back long after the Center's permanent installations are familiar to them.

1. Programs will take a variety of forms and may be offered on a one-time only basis or repeated annually like the Senate House's "Victorian Christmas." Examples of the kinds of programs being considered for the Historic Kingston UCP Visitors Center by Urban Cultural Park management include:

- . An oral history program involving senior citizens.
- . A "Historical Treasures" day to document, copy and share items in private collections.
- . An art show presenting work by local/area artists which relates to the community's history and Urban Cultural Park themes.
- . A photo contest and show which focuses on the clues to Kingston's past evidence in buildings and settings which still exist today.
- . Lectures by known authorities as well as knowledgeable amateurs on various aspects of the community's heritage.
- . Films, slide/tape, and video presentations on similar topics.
- . Workshops on interpretive skills.
- . Seasonal displays featuring period decorations and activities.
- . Demonstrations of endangered or lost skills or classes teaching them (stenciling, quilting, woodworking, cooking, caning, etc.).
- . Open houses and tours of restored historic buildings.
- . Concerts and music programs.
- . School projects and children's programs (including writing, drawing, crafts, drama, and participatory experiences like historic "treasure" hunts, and "not so trivial pursuit").

Like rotating exhibits, programs will be developed over time rather than produced or introduced en masse at the time of the Center's opening.

2. Festivals and special events are designed to attract large numbers of visitors for concentrated activities within a short time period (usually one day to one week).

The Annual Shad Festival, which is held in and around West Strand Park, is an example of this kind of program.

Festivals and special events will be used to promote and draw attention to the Urban Cultural Park. This specific type of program is discussed in greater detail elsewhere in this document. (See Promotion Plan for additional discussion of Special Events.)

## 2. The Maritime Museum Visitors Center

A second Urban Cultural Park Visitors Center will be housed within the Hudson River Maritime Center, located on the Rondout waterfront just east of the recently redeveloped West Strand commercial area and plaza.

Originally, this Center was envisioned as one which could provide a full range of reception, orientation, and interpretive services. However, as plans for managing the Park were refined, it became apparent that this expectation was unrealistic. The space available at the Maritime Center is not adequate for the purpose, nor is it feasible to provide the level of staffing which a full-service center would require. In addition, attempting to establish a major Urban Cultural Park Visitors Center within the museum might create confusion in visitors' minds about the distinction between the Maritime Center and the Urban Cultural Park.

Under the revised Interpretive Plan, the Maritime Visitor Center retains an important, if more modest role. Essentially, the Urban Cultural Park component of the Center will function as a satellite informational site of the Historic Kingston UCP Visitors Center. The single Urban Cultural Park exhibit will be general and information in nature. A VCR will be used to supplement this exhibit. This unit may be used to show the Urban Cultural Park orientation video, an abbreviated version of this program, or a video which focuses on the Urban Cultural Park's waterfront-related areas and themes. Copies of all printed Urban Cultural Park literature will also be available at the Maritime Center.

As the Urban Cultural Park develops, the role of a Rondout Visitors Center and the manner in which the waterfront component of the Park is interpreted will change. During the earlier stages of the Park's development, visitors center-oriented activities will focus on the Historic Kingston UCP Visitors Center. In contrast, the development of outside interpretive signage will be concentrated primarily in the waterfront area.

This strategy was adopted to take advantage of projects currently nearing completion and to make optimum use of park staff once they are hired.

Concentrating interpretive signage initially in the West Strand area will make a showcase for this early-action project. Interpreting the waterfront by means of such signs and supplementary tours and programs is also consistent with the essence of the Urban Cultural Park concept; i.e., that the Park is best interpreted from within the urban landscape itself.

Focusing staff energy on developing the Historic Kingston UCP Visitors Center is also logical. Attempting to establish two full-service visitors centers simultaneously would only dilute available resources. The quality of both centers would suffer.

Devoting most of the available resources to a single center (the Historic Kingston UCP Visitors Center) will produce a high-quality facility and also help create a strong visitors center identity.

During subsequent stages of the Park's development, the emphasis on these two components can be reversed. By the time the Historic Kingston UCP Visitors Center is well-established, economic revitalization of the waterfront will be well under way and Urban Cultural Park visitation will have increased dramatically from initial levels. At this point, phasing out the Maritime Information Center in favor of a larger, more comprehensive center will become feasible. Additional interpretation of the waterfront will be possible in this facility. Meanwhile the interpretive signage program can be expanded to include areas of the Stockade.

Throughout this evolution, the Hudson River Maritime Center will continue to interpret the Kingston waterfront story as it relates to the broader Hudson River theme. The development of the recently-acquired Rondout 2 Lighthouse will create additional opportunities to highlight the Kingston waterfront within this broader context.

Urban Cultural Park and Hudson River Maritime Center staff and volunteer leadership will work to establish and maintain a close and mutually supportive association between the two programs. Initial sharing of space and information will ultimately be expanded to include cooperative programming and other joint ventures.

### - 3. Tours

The Kingston Urban Cultural Park encompasses a large land area and includes portions of the City's north and south sides. Two historic districts and portions of a third are located within the Urban Cultural Park boundary, as well as a number of National Register landmarks.

Tours, both guided and self-guided, are an effective way of helping visitors locate and interpret the most historically significant and visually interesting buildings, features, and settings within this large area. Examples of the kinds of tours which will be offered are described below.

#### . Rondout and Stockade Self-Guided Walking Tours

The Urban Cultural Park will take advantage of existing self-guided walking tours which have been developed for both the Rondout/West Strand and Stockade historic districts. The Rondout tour will be used as is initially. The Stockade tour will be reviewed, expanded, and reprinted as soon as time and funding permit.

In addition to these two, the following tours will be developed.

- Bus Tours

Guided bus tours will give visitors who are unfamiliar with the City the opportunity to get a comprehensive overview of the park without the distractions of driving or the fear of getting lost. Tour participants will move through the environment observing the urban landscape from the safety and comfort of a climate-controlled bubble. An audio-tape will provide a running narrative commentary on the points of interest which they are observing.

This narrated bus tour will be enhanced in several ways. Participants will be furnished with a special City map which outlines the Urban Cultural Park boundary, notes points of interest, and traces tour routes. The narrative will refer to the map from time to time. This will help participants to keep track of their progress and place the individual features they observe in a larger context.

The tour bus will stop at major points of interest to allow participants to disembark and observe these areas in greater detail. Some of these stops will be in areas where interpretive signage has been installed. These signs will give participants yet another tool with which to interpret significant elements of the Park.

The tour bus driver will be available to answer specific questions en route. Visitors Center staff will be on hand before and after tours to render additional assistance and provide visitors with more information on items of special interest to them.

As the Urban Cultural Park develops, bus tours will be linked with boat and trolley tours to increase the variety and excitement associated with the tour and to make more areas within the Urban Cultural Park accessible to tour participants.

- Boat Tours

As interest in the Urban Cultural Park grows and funds become available, it will be feasible to develop tours by boat along Rondout Creek. The route which has been planned involves two loops which can be treated as two separate tours or joined into one longer, more comprehensive tour of the Rondout.

The Maritime Museum/Urban Cultural Park Visitors Center is the logical point of origin for these boat tours. From this point of origin, the first tour loop will extend westward passing the Port Ewen Suspension Bridge, West Strand, Island Dock, Forst Packing Company, and two marinas

before finally reaching Wilbur. At Wilbur, the tour boat will pass under the Westshore Railroad trestle and by the S & WB Fitch Bluestone Company Office Building, and Feeney's Boat Yard before reversing its direction to return to the Maritime Museum.

The second boat tour loop will begin at this point and continue east along Rondout Creek passing Millens Steel, the Cornell Steamship Company Shops, Ponckhockie, and the Rondout 2 Lighthouse (former day liner pier) before re-tracing its path to conclude its journey at its point of origin, the Maritime Museum.

The specific narrative approach of these boat tours will be developed at the time the actual tour programs are organized. Several approaches are available. One alternative would be to use initial tour legs to interpret the early history of the areas concerned while using return legs to focus on recent developments, current uses, and future plans.

Tour boats may be operated by the Maritime Museum or by a private company under arrangement with the museum or the Urban Cultural Park.

- Trolley Tours

The Trolley Museum is currently conducting trolley rides on a limited basis. As time and revenue permit, the museum plans to repair additional sections of track and extend its tours.

These tours pass through an area which is a significant part of the waterfront and the Urban Cultural Park. They will provide Urban Cultural Park visitors with an alternative way of experience the Urban Cultural Park and yet another perspective from which to view the Park's resources.

These trolley tours will be a valuable addition to Urban Cultural Park conducted tours and a welcome attraction regardless of tour content or format. However, the Urban Cultural Park will offer to share information with the Trolley Museum in an effort to ensure that information on the area is accurate and to highlight Urban Cultural Park themes if possible.

- Driving Tours

For those Urban Cultural Park visitors who prefer to use their own transportation, the Historic Kingston UCP Visitors Center will provide self-guided material for a driving tour. The basic material for this tour will consist of a tour map/brochure which identifies the route and major points of interest.

Supporting text will be used to provide information on designated points of interest along the route as well as significant areas within the Urban Cultural Park boundary (Stockade, Wilbur, West Strand, Ponckhockie, Kingston Point, Broadway, Rondout Historic District).

Essentially, the driving tour will follow the same general route as the bus driver. Due to the additional flexibility afforded by a driving route and the automobile's small size, the driving tour will contain additional loops. These include one in Wilbur, one in the Rondout Historic District, one to Kingston Point Park, and one to the base of the causeway leading to the Kingston Point Lighthouse. When Hasbrouck Park has been improved and Island Dock Park constructed, additional loops to these locations will also be added.

To enhance the basic driving tour an audio tape will be produced for distribution at the Historic Kingston UCP Visitors Center. This tape will be similar to the one produced for the bus tour but geared to provide drivers with additional visual cues. This feature will help drivers stay on course and minimize the need to refer to the map or written text between stops, thereby reducing safety hazards caused by driver distraction. Tapes will be made available on a loan or rental basis with portable players or use with car stereo systems. (Portable units will make narration of stops possible since people can carry such units with them when they leave their automobiles.)

- Guided Walking Tours

Tours conducted by a knowledgeable guide can provide a great deal more information than self-guided tour maps or brochures. Therefore, the Urban Cultural Park will develop and offer guided walking tours of the Stockade and the Rondout Historic Districts. These tours will use the same routes and the written materials as the self-guided tours. However, the narrative commentary given by the tour guide will go into much more depth than the written text.

Tour participants will also be able to ask the guide questions. Most guided tours will be preceded by a brief orientation in which the guide briefly describes what the group will be seeing during the tour.

The sequence followed by these walking tours is dictated in part by street patterns and which buildings and settings have survived the passage of time. Such a sequence is more concerned with economy of movement than the unfolding of a particular story line. It is difficult to compensate for this limitation in the context of a written tour brochure. A guide, however, can convey much more information without becoming overly involved and confusing.

The guide can also knit elements of the tour together by referring back to things already seen and explaining relationships between them and items then being reviewed.

Some tours will also be followed by supplementary discussions or presentations.

(Note: Video programs may also be developed on both historic districts.)

#### 4. Interpretive Signage

One of the most useful elements of interpretive programs will be interpretive signage. Such signage has the advantage over tours, maps, brochures, and other programs of being available to the casual visitor who does not know about or take the time to visit the interpretive center.

Interpretive signage can be used to enhance the "outdoor museum" quality of historically significant buildings, features, and settings. It can be used to transform these elements into exhibits by functioning as labels for them.

In some locations, it will be desirable to install several individual signs to interpret a number of elements. West Strand is one such location. Eight separate signs are planned for this area. These plaques will be used to interpret elements such as the Freeman Building, Island Dock, the Port Ewen Suspension Bridge, and significant aspects of the immediate area and surrounding neighborhoods.

In other locations such as the intersection of Broadway and Meadow Street or Broadway opposite old City Hall, one sign may suffice.

Certain areas such as Wilbur may contain resources that should be interpreted by signs (S & WB Fitch Bluestone Company Office Building and Feeney's Boat Yard) but pose problems in terms of finding suitable sign locations. Other areas like the two historic districts may contain so many resources that signage may be impractical. Still others, like the County Courthouse, Old Dutch Church, and Senate House may raise the question of sign pollution since they are already identified by non-Urban Cultural Park signs.

Interpretive signs, like all elements in a public space, will be subject to vandalism. Good design and proper siting can reduce this risk but not eliminate it. Care must be taken to time the installation of interpretive signage so it coincides with increased use of spaces and other associated activities such as public improvements. This is particularly true of parks. Therefore, the installation of interpretive signage at Hasbrouck and Kingston Point Parks will be delayed until planned improvements have been made at those locations.

Listed below are areas which are scheduled for the installation of interpretive signs. These areas will receive signs on a phased basis. A second list follows of additional locations which are considered suitable for signs. These will be evaluated as funds become available and associated improvements are made.

. Initial Sign Locations

1. Phase I

The first Urban Cultural Park interpretive signs will be installed at the Historic Kingston UCP Visitors Center and West Strand Plaza. This signage is planned as part of improvements currently being made at these locations.

Historic Kingston UCP Visitors Center: Identifying signs will be installed northwest of the building along Clinton Avenue and at the parking lot to direct people to the facility and identify it. A sign interpreting the building and identifying its neighbor, the Senate House Historic Site, will also be installed. This sign is needed because the Historic Kingston UCP Visitors Center will not be open at all hours. Visitors will, therefore, arrive at this location needing assistance, direction, and information. While a single sign cannot substitute for an open center, it can contain basic information about the Urban Cultural Park and these key facilities.

West Strand Plaza: This recently-improved public space is situated at the site of the Urban Cultural Park's first early action project and within sight of several important Urban Cultural Park resources. Eight separate interpretive signs are scheduled for this location. Each sign will interpret a different element, feature, or important aspect of the area.

2. Phase II

As funding and production schedules permit, interpretive signs will be added at other selected locations.

Chamber Caboose Site: (Primary designated arrival point for Urban Cultural Park visitors). Installation of major signs including a map of the City and Urban Cultural Park at this location will depend on negotiation with the Chamber of Commerce, County government, and the owner of this property.

Broadway and Meadow Street: This location commands a view of the Rondout and the Port Ewen and Route 9W bridges, new City Hall, and surrounding residential areas, both old and new.

Academy Green: This is the site where Peter Stuyvesant signed a treaty with the Esopus Indians in 1660.

Wilbur: Originally a separate settlement, this area is the site of S & WB Fitch Bluestone Company Office building (now a private residence), Feeney's Boat Yard, and Westshore Railroad Trestle.

Old City Hall: This is a National Register building whose location on Broadway between the original Kingston and Rondout settlements is as significant in telling the Kingston story as its Italianate architecture.

Louw Bogardus Ruins: The parklike setting in which these ruins are located and the site's inclusion in the Stockade Historic District walking tour make this a suitable sign location.

### 3. Phase III

As improvements make other areas more attractive and less prone to vandalism, signs will be added at still other locations:

Hasbrouck Park: This Park boasts an overlook with a commanding view of the Rondout, Hudson River, and several key Urban Cultural Park features including Kingston Point Lighthouse.

Kingston Point Park: The former site of major recreation facilities including a dock used by day liners which brought tourists from New York City and other areas around the state, this park is being redeveloped as a major Urban Cultural Park recreation facility.

Island Dock Park: This new park will be ideally situated to provide additional interpretation of West Strand, Forst Packing Company, Port Ewen Suspension Bridge, Island Dock, Rondout Historic District, and Rondout Creek.

. Additional Potential Locations

The following is a list of potential sites for additional interpretive signage. These locations will be considered once those identified above have been completed. (Note: It is quite possible that a decision will be made that no additional signage is desirable at this point.)

West Strand Boardwalk: A location somewhere between the Maritime Museum and Cornell Steamship Company Shops would provide additional opportunities to interpret the Rondout Creek and these significant resources.

Rondout 2 Lighthouse: This National Register site is a symbol of Kingston's development as a major inland port and transportation center. The lighthouse, featured in the Urban Cultural Park logo, is to be used as a satellite center to the Maritime Museum.

Forst Packing Company and Hutton Brick Company: Two monuments to the industrial base which once supported a thriving Rondout port community.

The Urban Cultural Park contains literally hundreds of historically significant buildings, features, and settings. Those which have been listed above have been selected because of their location, special significance to Urban Cultural Park themes, and feasibility of accommodating signage. It is expected that this may be modified as the Urban Cultural Park develops.

5. Printed and Audio/Visual Materials

Maps, brochures, videos, audio cassettes, and other published material will be used as key elements of the Urban Cultural Park interpretive program. These items will serve a variety of purposes.

Maps will be used to guide visitors through the Park's urban landscape. They will show the boundary of the Urban Cultural Park and the City's historic districts. They will indicate the location of important landmarks, identify public transit patterns, and recommend tour routes.

Brochures will provide visitors with useful information in a convenient form. Some will be used to explain the Urban Cultural Park concept and briefly tell the Kingston story. Others will focus on specific areas within the Park or specific Urban Cultural Park themes such as transportation.

Videos will be used to present visual information on the park and to create interest on what the Park has to offer. This medium will be used for orientation and special programs.

Audio cassettes will be used primarily in conjunction with Urban Cultural Park tours. Cassette narrations will allow motorists to negotiate driving tour routes with minimal distraction while still getting the advantage of receiving information on points of interest along the way. Walking tourists can carry their own personal "guide" in a portable cassette recorder while exercising complete independence.

Some of the media-related materials described above and some others not mentioned here will serve a double function. In addition to functioning as interpretive tools, they will also be used for promotion purposes. A more detailed discussion of media-related materials is presented in the Promotion Plan component of this document.

### 3. SUMMARY

The interpretive program of Kingston's Urban Cultural Park will be composed of a number of mutually supportive elements. These include a primary visitors interpretive center located at the Historic Kingston UCP Visitors Center in the Stockade area; a secondary visitor information center located in the Maritime Museum in the Rondout area; a selection of guided and self-guided tours, a variety of programs, festivals, and special events; and a number of interpretive signs installed at key locations throughout the Park.

This program will be implemented on a phased basis as the Urban Cultural Park develops its own special identity and generates the need and demand for increased levels of programming and services.

## **E. PUBLIC INFORMATION/PROMOTION**

Guidelines issued by the New York State Office of Parks, Recreation, and Historic Preservation stipulate that Urban Cultural Park Management Plans should include "a program to promote visitation to the park." These guidelines also indicate that this promotional program should be directed at both local residents and tourists.

The plan which follows is designed to accomplish these objectives.

### **1. DEFINING THE PRODUCT TO BE PROMOTED**

The first step in developing a Promotion/Marketing Plan is to determine what "goods or services" are to be marketed. In the case of an Urban Cultural Park, these "goods and services" fall into two related categories. The first category involves creating and promoting a special place or places. The second involves promoting specific commercial activity within the special place(s).

Other Urban Cultural Parks and areas which are similar to Urban Cultural Parks provide a model which can be used as a guide in defining both these interconnecting elements. These areas--at least those that appear to be successful--seem to have certain things in common. These shared characteristics may be thought of as a kind of formula for creating a successful Urban Cultural Park.

This formula is expressed below in terms of three major components: a story, a setting, and activities which take place within this setting.

#### **a. The Story**

Kingston's geographic location at the juncture of the Hudson River and Rondout Creek led to its becoming one of the first areas in the state to be settled. These same geographic influences caused the area to grow and prosper as a trade and transportation center. As shipping was replaced first by railroads and later by the automobile, Kingston adapted to the changing patterns of dominant transportation, continuing to thrive well into this century.

Kingston's location also contributed to its becoming the birthplace of New York State's government.

The role which transportation played in transforming Kingston from colonial trading post into a major canal and river port and the role which Kingston, in turn, played in shaping New York State's overall growth and development is the central theme of the Kingston Urban Cultural Park story. Kingston's distinction of being the birthplace of state government is a secondary theme.

But this story alone is not enough. The second ingredient is the setting.

b. The Setting

A significant amount of the City's historic fabric has survived and can be used as a set on which the drama of Kingston's story can be portrayed. Three historic districts contain block after block of buildings which span four centuries of American architecture. Sixty-three individual landmarks stand as monuments to the community's rich past and to the Urban Cultural Park themes which highlight the Kingston story: the Senate House, the County Courthouse, Old City Hall, Kingston Point Lighthouse, the Old Dutch Church, Island Dock, the Westshore Railroad Trestle, and the Port Ewen Suspension Bridge and the West Strand area are but a few examples.

These pieces of physical evidence are like museum exhibits waiting to be properly illuminated and labeled so that the average visitor comprehends their significance and interprets the Kingston story through them.

Without the story, this setting is no more than a curious collection of antique buildings and sites which gives only clues of the richness of their past. Without the setting, the City's story, however rich and interesting, may as easily be contained in the pages of a book or exhibits in a museum.

What makes the Urban Cultural Park unique is the interplay between the two. But even this is not enough. A third ingredient is necessary to complete the formula. This ingredient is, perhaps, the most important and also the most difficult to create. It is activities, specifically, the blend of redevelopment, commercial activity, and entertainment that, together, create the spark which ignites the two other basic ingredients--story and setting.

c. The Activities

The City of Kingston has embarked on a major program of historic preservation and economic revitalization. The primary focus of this effort has been the Rondout Waterfront and West Strand and Kingston Point Park in particular. The anticipated development of Parcels 8, 10, and 11 will be another significant initiative in this area.

This revitalization activity adds an important ingredient to the Urban Cultural Park formula which appears to be present in successful Urban Cultural Parks and Urban Cultural Park-like efforts. Examples include Lowell, Massachusetts; Quincy Market in Boston; and South Street Seaport in New York City.

Within these economic revitalization efforts, two particular factors are consistently in evidence in the successful examples cited. The first involves the presence of specialty retail/commercial uses and the second involves the conduct of entertainment in public spaces.

A mix of specialty retail, food-related, and other commercial uses combined with museums and well-designed common or public open spaces stimulates interest and attracts visitors.

The overall sense of place created by an Urban Cultural Park creates a special environment in which certain kinds of retail and other commercial activities can thrive.

Commercial activity, in turn, creates a draw and excitement which enhances the historic setting. By introducing familiar activities such as shopping, browsing, and sightseeing into revitalized historic settings, we are making them more interesting and exciting than they might be in a shopping mall or traditional central business district environment.

The conduct of special programs and events--festivals, street fairs, concerts, and other outdoor entertainment--creates additional excitement and further stimulates visitation to these areas.

The dimensions of special events and programs is one which must and will be added to the Kingston Urban Cultural Park formula. This ingredient is a particularly important one since these events/activities will function as a major promotional vehicle for the Urban Cultural Park.

## **2. URBAN CULTURAL PARK CUSTOMERS/TARGET MARKET(S)**

Once the product(s) to be promoted have been identified and defined, the next step is to identify the audience(s) toward which promotional efforts will be aimed.

Based on the experience of other Urban Cultural Parks, similar Urban Cultural Park-like areas, and other historic attractions in the Kingston area, the primary target audience for Kingston's Urban Cultural Park is composed of young (20-40), middle-income families and individuals with secondary audiences including area schoolchildren and senior citizens.

Within the primary audience, there are those who have an interest in history, architecture, and museums and those who will be attracted merely by the events, types of commercial activity, and the special sense of place associated with the Urban Cultural Park.

Kingston's location puts the Urban Cultural Park within easy reach (less than a day's drive) of literally millions of people who fulfill this target audience profile. Reaching and "selling" this huge a market is, however, infeasible, nor is Kingston's Urban Cultural Park "product" sufficiently developed to warrant a massive promotional effort at this point.

Kingston's Urban Cultural Park is like a theme park being developed in phases. At peak development, the park may be impressive enough to attract large numbers of tourists on its own merit and successful enough to support a promotion budget of the magnitude necessary to accomplish this. But in the early phases of its development, the Park will be much more modest in scale.

To be effective, the Urban Cultural Park's promotion plan must relate closely to the Park's growth and development. It must parallel and keep pace with it.

As economic development activities transform more and more of the park into a special and unique place, the park will become better known and will attract more visitors. Special events and creative interpretive programming will add to the excitement. As promotional efforts spread the word of the emerging Urban Cultural Park, more and more people will learn of historic Kingston's renaissance, and the cycle of growth and excitement will continue.

Throughout this cycle, the Urban Cultural Park's target audience may remain somewhat constant in terms of profile; i.e., young, middle-income families and individuals, schoolchildren, and senior citizens. What will change is the primary market area and with it the number of people visiting the park.

Specific target audience segments and market areas are discussed below.

a. Phase I - Interesting Local Residents

People who live in the City of Kingston and in nearby parts of Ulster County represent the first target audience toward which Urban Cultural Park promotion efforts will be aimed.

Interesting local residents in the Urban Cultural Park is the first order of business for two reasons. First, this group is the easiest and least expensive to reach, an important consideration given the Urban Cultural Park's limited promotion budget. Second, local residents who are excited about the the Urban Cultural Park will become the Urban Cultural Park's best salespeople. In using the park frequently, local residents will also begin to create the busy, active environment which tends almost to grow by itself once sufficiently established. The Urban Cultural Park will become part of the community but will continue to be a "special" place to visit, even for Kingstonians.

An important element of the local resident category will be people who live or own property in the Urban Cultural Park itself. A very important benefit of interesting this group will be the preservation and upgrading of both residential and commercial/industrial property within the park. The Chamber of Commerce, Uptown and Downtown Businessmen's Associations, and similar organizations will be included as special target audience segments.

Other segments of the local resident target include schoolchildren and senior citizens. These groups will tend to use the park as a recreational or educational resource and will typically visit the Urban Cultural Park in organized groups. This will make it easier to reach these target audience segments with Urban Cultural Park promotional messages.

It is also apparent that local residents who become interested in the Urban Cultural Park will gain a richer understanding of the place where they live and its past and in doing so will develop a deeper appreciation for and commitment to the entire community.

b. Phase II - Tying into Other Area Attractions

The City of Kingston and areas around it contain a number of historic attractions. Examples include the Senate House Historic Site, Hudson River Maritime Center, Trolley Museum, Volunteer Firefighters' Museum, Vanderbilt Mansion, and Franklin Delano Roosevelt's Estate/Museum at nearby Hyde Park.

People who are already attending these other historic area attractions or special events associated with them (Shad Festival, Pumpkin Festival, Victorian Christmas) make up the second target audience for Urban Cultural Park promotional efforts. This group will overlap the local resident group but will also include large numbers of tourists from outside the area.

While the tourists may come from outside the region, the Urban Cultural Park will market to them through the local attractions they are visiting and through local service businesses (motel, restaurants, etc.) they use during their visit to the area. By distributing collateral material and displaying posters in these locations, the Urban Cultural Park can reach prime potential Urban Cultural Park "customers" for a fraction of what it would cost to reach these same people via direct mail or advertising in their hometown communities.

Also included in this phase will be people who visit Kingston via scheduled day liners and those who take local boat tours like those offered by Hudson River Cruises, Inc.

A special subgroup of the local resident portion of this category will include people who are active in boards or volunteer organizations associated with these attractions, people on their memberships lists, or members of historically-oriented groups like the Friends of Historic Kingston and the Clearwater Organization.

c. Phase III - Expanding the Target Audience/Market

Several good, potential target audience/markets exist beyond those mentioned above. Reaching them successfully is a matter of having a product to interest them, the capacity to service them, and the resources to attract them via promotional activity.

The markets identified by this promotion plan to be included as targets for this phase include tourists who are visiting Ulster County or the Catskill Region, people who visit other Urban Cultural Parks or similar attractions in other parts of the country (Lowell, Massachusetts; Quincy Market, etc.), and prototypical consumers (those who fit the basic Urban Cultural Park consumer profile) who live within a 100-mile radius (less than a day's drive) of the park.

d. Market Research

Compiling and analyzing information on Urban Cultural Park "customers" and potential customers can increase the effectiveness of the Urban Cultural Park's promotion campaign.

Private industry invests heavily in conducting research associated with marketing commercial consumer products.

While the level and sophistication of these research efforts would not be financially feasible or cost-effective in promoting the Urban Cultural Park, the concept of market research is valid in this context. Applying the principles of this discipline can produce worthwhile results.

The preliminary market research on which initial Urban Cultural Park promotion efforts will be based was simple and straightforward. Local and area attractions which are either museum or historically oriented were surveyed to determine average levels and patterns of visitation. Information was also obtained on the demographics of typical visitors to these other attractions.

Based on this research, the Urban Cultural Park has developed a simple profile of its target audience. That profile (mentioned earlier in this promotion plan) suggests that the park will appeal to a wide cross section of people but that young families, senior citizens, and schoolchildren will predominate. The profile further suggests that most Urban Cultural Park visitors will come from New York State and areas of adjacent states which are within a day's drive of Kingston.

The profile is based on the premise that people who will be attracted to the Urban Cultural Park will be demographic characteristics similar to those of people who visit these other historically/museum oriented area attractions.

If the experience of these other area attractions is an indicator of potential visitation levels, the Urban Cultural Park will have the potential of attracting over 100,000 visitors per year. (This figure includes both those who will visit the Masten House and Maritime Visitors Centers and those who will make use of only the "outdoor" resources.

For further information related to visitors anticipated for the Kingston Urban Cultural Park, please see Section VIII, Economic Development/Revitalization Program.

If the Urban Cultural Park was a product in the more conventional sense of the term and if sufficient dollars were available, a substantial market research effort might be undertaken. Given the nature of the Urban Cultural Park and its level of resources, this kind of effort is impractical. There is also some question as to how useful the resulting data would be relative to the cost of obtaining it.

While additional market research will not be undertaken at this time, this promotion plan does call for undertaking targeted market research once the Urban Cultural Park Management Plan is implemented and the park is functional. These efforts will be aimed at park visitors.

This effort may include interviews, surveys, questionnaires, guest registers, visual observations, promotion-related coupons, and cooperative efforts with other area attractions and local organizations. A detailed market research plan will be developed as one of the projects to be undertaken during the first year of park operation.

Initial market research may include:

1. A guest register at the Masten House Visitors Center
2. A pilot survey to be conducted at selected special events (eg. Pumpkin Festival)
3. A pilot survey of people who visit the Masten House and attend Urban Cultural Park-sponsored programs.
4. A mail survey/questionnaire to members of historic/museum-related area organizations (Friends of Historic Kingston, Maritime Museum, Trolley Museum, Volunteer Firemens' Museum).

These efforts will be aimed at developing data on typical consumer profiles (residence, age, sex, marital status, income, education, profession, etc.), preferences, and consumer habits (related to Urban Cultural Park or Urban Cultural Park-like attractions or recreation/education in general).

### **3. POSITIONING KINGSTON'S URBAN CULTURAL PARK (IN THE MARKETPLACE)**

With the Urban Cultural Park's "product" defined and target audiences and market area identified, the next task in formulating the promotion plan is to determine how the Urban Cultural Park will be "positioned" in the marketplace. This positioning will influence how the park is perceived by consumers and potential consumers.

The following describe the positioning or image which Urban Cultural Park promotional efforts will try to achieve via the various markets/target audiences:

- a. A special place where people of all ages can touch a piece of their past while enjoying themselves in the present--shopping, browsing, attending concerts, festivals, and other special events.
- b. A unique place where the present meets the past.
- c. A "time-traveling" space where past and present coexist.
- d. A combination theme park, museum, library, and shopping mall.
- e. A place where exciting things are happening (entertainment, revitalization, specialty shops, and restaurants)

The elements/components of this special place that the Urban Cultural Park is or will become include:

a. Becoming Part of History

The actual Urban Cultural Park environment is like stepping into the past, stepping onto a movie set, stepping into a life-size museum where exhibits are buildings, parks, bridges, and streets.

b. Seeing Revitalization

The Urban Cultural Park is a part of the City that had deteriorated with the passage of time and is now being brought back to life through rehabilitation like an antique automobile.

c. Feeling and Experiencing

1. Vitality

The Urban Cultural Park is an area characterized by a fresh vitality. This vitality is reflected in its renewed buildings, renewed public spaces, and the exciting new activities which are taking place in these buildings (commercial/residential) and open spaces (festivals, entertainment). People who visit the park will become "infected" with this vitality.

2. "In"

All these things make the Urban Cultural Park an "in" place to be--a place you will want to experience if you are "with it."

4. **THE PROMOTION STRATEGY**

The promotion plan strategy knits together the elements discussed up to this point and adds some new ones.

a. Objective

The objective of the Urban Cultural Park promotion strategy is to cause more people to become interested in the Urban Cultural Park, to visit it, and, perhaps, even invest financially in Urban Cultural Park economic development initiative.

b. Target Audience

The target audiences are those identified under Section II above.

The promotion strategy is to build interest in the Urban Cultural Park as the park itself develops, concentrating first on closer, presumably more receptive, easier to reach market segments and then branching out in successive waves as the first market segments are substantially "won over" (as the Urban Cultural Park becomes more popular).

c. Consumer Benefit (Why should the consumer visit the UCP)

The elements of the Urban Cultural Park's benefits are:

1. It is the "place to be."
2. It has something of interest to all members of the family.
3. It is within easy reach (first phases).
4. It is in close proximity to attractions I plan to visit (or am visiting), therefore, it is an "extra."
5. It does not cost much, much of it is free, and commercial prices are reasonable.
6. It offers a window into the past through which I can catch a glimpse of the past from a human scale, a personal "hands on" perspective that is quite different from the ways in which I normally get to view history--much more involving, much more exciting.

d. **Support (Reason(s) to believe benefit)**

The most important element of the support component is "satisfied customers," other people who are already visiting the Urban Cultural Park and enjoying it.

This is one of the reasons for successive levels of target audience segments. The popularity of this kind of area feeds on itself. The people who visit the Urban Cultural Park and enjoy the experience will do much to create even more excitement about an already popular area.

A second reason to believe the professed benefit is what is happening within the Urban Cultural Park: i.e., the revitalization, the rehabilitation, the public improvements, the new businesses, and the investment they represent. The implication is that if the State, the City, and the business community are willing to invest a lot of money in the area, it must have something to offer.

A third support element is that large numbers of people have discovered they enjoy places like Kingston's Urban Cultural Park--places like South Street Seaport; Lowell, Massachusetts; and Quincy Market.

There is also an inferred association between the Urban Cultural Park and area attractions tied in with the Phase II target audience. These and other support elements will be woven into Urban Cultural Park promotion pieces and messages.

e. **Tone (Product Personality)**

The Urban Cultural Park will be presented as a middle-American, mainstream USA family kind of place to go and have fun, but one, on the high side of this image, with a "touch of class."

It will also be presented as a place where visitors can discover some new and interesting things about their state, their country, their cultural past, and, perhaps, themselves.

It is also a place where visitors will experience and participate in the discovery rather than being exposed to it as a mere observer.

## 5. PROMOTION TECHNIQUES

The strategy described in the previous section will be implemented by using an array of carefully selected promotion techniques including advertising, collateral material, public relations, and special events. The specific application of these techniques and their place in the overall Urban Cultural Park Promotion Plan is discussed below in detail.

### a. Advertising

The Ulster County Office of Public Information spends in excess of one quarter million dollars attracting visitors into the county from outside the area (New York City, Westchester, Long Island, Albany, Pennsylvania, etc.)

In 1981 this much was spent to promote a single, six-day event in the City of Syracuse--the U.S. Olympic Committee-sponsored National Sports Festival.

Major corporations spend several times this amount to introduce a new version of an existing product (eg. Diet Coke or new Coke formula).

The amount of money which would be required to effectively promote the Kingston Urban Cultural Park via a traditional advertising campaign is well beyond the financial resources available. Nor would the expenditure of public funds of that magnitude be appropriate for this purpose. Promotion through large scale, paid media advertising may become appropriate as the park grows, and should this avenue be chosen, much of the necessary funds must and should come from private sector businesses which will benefit directly from the resulting increase in visitation.

The large-scale use of paid media advertising to promote the Urban Cultural Park at this time would also be unwise for other reasons.

Since the Kingston area is not served directly by a commercial television station, Albany, New York City, and other non-local television stations would have to be used for that media component of the campaign. This promotion plan calls for those market areas to be addressed only after the local market has been and the Urban Cultural Park has developed further in scale and popularity. Using non-local television stations to reach this local market is inefficient since you must also, in effect, pay for coverage outside this prime market area.

During its early phases of development, there will not be enough to the Urban Cultural Park or enough activities going on in it to legitimately attract the large numbers of visitors that a full-scale media campaign might produce. If tourists did arrive in droves in response to media ads expecting to find another South Street Seaport only to find a handful of shops and no entertainment or other activi-

ties, they would go away disappointed and, perhaps, even angry. The long-term results would have a negative rather than positive impact on Urban Cultural Park visitation.

Being a public program, the Urban Cultural Park can take advantage of Public Service Announcements (a kind of "free television and radio advertising" discussed in detail under the Public Relations section of this promotion plan). Some media might be reluctant to carry Public Service Announcements (PSAs) on the Urban Cultural Park if the Urban Cultural Park was being promoted through paid advertising with their competitors.

Under the circumstances, it makes the most sense to confine the advertising component of the Urban Cultural Park's early promotion efforts to a small number of well-chosen, cost-efficient vehicles. These include those described below.

#### 1. Bus Cards

The City of Kingston owns and operates the public transit system. This system consists of three transit routes served by four buses (one per route plus one spare). Annual ridership is estimated at 125,000.

City buses are equipped with mounting racks for inside bus cards but are not equipped to carry outside bus cards at this time. The inside advertising spaces which do exist are not being used at this time. Therefore, for the cost of production, inside bus cards can be placed on City buses which advertise the Urban Cultural Park and Urban Cultural Park programs, activities, and events.

Bus riders are a captive audience. They have time to absorb information and those who are regular riders will be exposed to bus card messages repeatedly. Creative use of this vehicle will have a significant impact on reaching the Phase I Urban Cultural Park target audience--local residents.

#### 2. Co-op Advertising

The Ulster County Office of Public Information has a co-op advertising program under which eligible participating local groups and organizations receive matching funds to finance advertising which promotes tourism.

The Urban Cultural Park will work with this program on selected projects. The primary use of this vehicle will be to support special events. Initially, these events will be ones which are sponsored by other organizations but are held inside the Urban Cultural Park boundary and are related to Urban Cultural Park themes or core areas. Examples include the Maritime Center's Shad Festival and Senate House's Victorian Christmas. By contributing to the promotion of these events, limited dollars can be used effectively to increase appropriate activity within the park. If Urban Cultural Park funds contributed directly to

event sponsoring organizations are then matched through the County's Public Information Office co-op advertising program, the money can go even further.

Example:           Event: Shad Festival

Hudson River Maritime Center contributes	\$ 500
Urban Cultural Park contributes	<u>500</u>
	\$ 1,000
County Public Information Office matches	\$ <u>1,000</u>
Total Budget	\$ 2,000

Versus

Hudson River Maritime Center contributes	\$ 500
County Co-op Program contributes	<u>500</u>
	\$ 1,000

In exchange for its contribution, the Urban Cultural Park will require that it be mentioned in the resulting ads wherever feasible.

As the Urban Cultural Park product develops, promotion efforts will be expanded to broader target audiences and market areas as described earlier in this promotion plan. At this point, broader media advertising may become feasible.

b. Collateral

In a 1984 Marketing Handbook prepared by Manning, Selvage, and Lee, Inc., of New York City for the State's I LOVE NEW YORK campaign, brochures and pamphlets are referred to as the "lifeblood" of tourism.

This kind of tool is essential in effectively promoting the Urban Cultural Park. It can be used to provide basic information about the park as well as specific UCP programs (tours, presentations, special events). It can be used in a variety of ways ranging from direct mail to tourist information outlets (Thruway rest stops, information booths, motels, and restaurants) to handouts in the Urban Cultural Park Visitor Centers. It can be controlled and sometimes even redirected according to available funding and specific needs.

Collateral materials to be produced in the first phases of the Urban Cultural Park promotional effort are described below.

1. General/Basic Urban Cultural Park Brochure

The single, most important item of Urban Cultural Park collateral material will be a general brochure which contains basic information on the Urban Cultural Park.

This brochure will set the tone for all other items in the collateral line.

. Objective

Its objective will be to succinctly describe how the Urban Cultural Park came into being, where it is, what it offers, who will be interested in visiting it and why, and when key aspects of the Urban Cultural Park are in operation (Masten House).

. Distribution

1. Urban Cultural Park Visitor Centers (Masten House and Maritime Center)
2. Other area attractions (including day liners, boat tours, and museums)
3. County tourist information booths (caboose)
4. Local service establishments (motels, restaurants)
5. Direct mail (select list)

- . Size: Able to fit in Number 10 envelope and literature racks.
- . Color: One color.
- . Stock: Colored, textured.
- . Type: Simple, easy to read, compatible with Urban Cultural Park logo.
- . Content: Brief, succinct copy blocks on items listed under objectives; pictures of Masten House, Maritime Center, West Strand, and historic pictures.
- . Front Cover: Pictures and brief message on Urban Cultural Park consumer benefit.
- . Back Cover: Urban Cultural Park logo; mailing address and telephone number, white space for travel/tour agent identification or mailing label.

- "Look": A distinctive "look" must be created which reflects the position and "personality" which the Urban Cultural Park want to project. This "look" must be repeated throughout all promotional materials.

## 2. Urban Cultural Park Map

- Objective: Serve as a map/guide for Urban Cultural Park visitors (show circulation routes, bus routes); illustrate size, scale of Urban Cultural Park, relationship of landmarks, core areas, and other features; stimulate interest (readership of maps is high); act as second general/basic collateral piece (multiple pieces increase collateral effectiveness); list and locate major landmarks, features; show tour routes (optional).
- Distribution: Urban Cultural Park Visitor Centers; County information booths; direct mail.
- Size: Comparable to existing Citibus Urban Cultural Park map.
- Color, Stock, and Type: Compatible with basic brochure.
- "Look": Consistent with basic brochure.

Note: May be able to use data from existing Citibus map (or use this map for interim), but ultimately selecting a single, uniform, consistent look is vital to a successful promotion effort.

## 3. Self-Guided Tour Brochures

These items should be created for each of the following tours:

- Stockade walking
- Rondout walking
- Urban Cultural Park driving with loop options
- Objectives: To provide visitors with easy to understand, self-guided tour information which clearly shows start and finish points, routes, and points of interest; and which provides interesting background information on points of interest covered in tours.
- Distribution: Urban Cultural Park Visitor Centers; Friends of Historic Kingston; select direct mail (optional).
- Size: Able to fit in literature rack and Number 10 envelope.
- Color, Stock, Type: Look consistent with other collateral.

- . Content: Line drawings or pictures illustrating at least some of the landmark points of interest or tours; succinct copy blocks on same, designed to stimulate interest and thought versus just providing factual information (should be knit together to sketch essence of story).
- . Look: Look should not only be consistent with overall collateral look, but tour brochure should also look like a "family" of pieces.

4. Special Program Brochures and Flyers

In addition to the "staple" collateral items described above, other special pieces will be produced as the need arises. These pieces will include brochures on special programs, temporary exhibits, and events. They will be lower budget items than the staple pieces but should carry over the basic "look" of these pieces as much as budget-dictated materials (color, stock, type, etc.) will permit. Number and distribution of these special items will be determined by their individual use.

- . Events Calendar/Newsletters

A monthly or bi-monthly calendar of Urban Cultural Park events will be prepared.

This calendar will be printed on a masthead designed to be compatible with the Urban Cultural Park "look" but will be typed rather than typeset and duplicated by an inexpensive process (offset, photocopy).

Distribution:

- . Urban Cultural Park Visitor Centers
- . Service establishments: motels, restaurants
- . County Public Information Tourist Booths
- . Banks (possible)
- . Selected direct mail
- . Other area attractions

A monthly or bi-monthly newsletter will be prepared which describes Urban Cultural Park projects and activities. This newsletter will be printed on a masthead designed for Urban Cultural Park "look" compatibility. Like the Events Calendar, it will be typed and cheaply duplicated (atleast for the foreseeable future).

Also, publication of the newsletter will not begin until several months after the Urban Cultural Park becomes operational. This delay is to allow other items to be completed and in recognition that it will take some time for the overall program to generate a sufficient amount of news to justify a regular newsletter.

• Posters

Posters can be an effective element in the Urban Cultural Park's inventory of promotional tools. Posters function as miniature billboards. Small, one-color posters can be inexpensively produced and can be displayed in a wide variety of locations, usually at no cost to the promoter. Large, four-color posters are more difficult to place but have a greater impact and visual appeal. This kind of poster frequently becomes a collectible and may, therefore, have residual promotional benefits.

Both of these kinds of posters have a place in the Urban Cultural Park promotion plan.

Small Posters (8 1/2" x 14" and 16" x 20")

The smaller of these two signs may be reproduced on some photocopy machines, even on heavier stock. Paper in this size is also cheap and easily available. Whether photocopied or printed, this kind of poster is relatively easy to design and inexpensive to produce.

This size poster will be used to promote Urban Cultural Park programs (films, tours, slide shows, talks) and some special events (concerts, festivals, etc.). Normally, one-color print on colored stock will be used. Posters will be displayed in store windows, or shopping mall bulletin boards, public building lobbies, other area attractions, information booths, and other similar locations. Distribution/coverage area will normally include nearby communities including Saugerties, Woodstock, West Hurley, Red Hook, and Rhinebeck.

Large Collectible Posters (17" x 22" - 24" x 36")

Larger, more sophisticated/artistic "collectible" posters will be used to promote the overall Urban Cultural Park, major special events and programs, and other special aspects of the park (architectural history, transportation theme, Rondout renaissance).

These posters may be one, two, or four color depending on the specific use and program/event. Being more expensive to produce, the cost of these items may sometimes be underwritten or partially underwritten by contributions from local business and industry. In such cases, the contributor's logo and an appropriate credit will appear on the poster. Distribution of these larger posters will be confined to areas which can appropriately accommodate them. Examples include Urban Cultural Park Visitor Centers, other area attractions, public buildings, larger motels, bank lobbies, selected restaurants, and some outdoor display cases designed for this purpose.

Among the special projects to be considered which involve this kind of poster is the following:

A contest in which area artists would compete to produce a design for a special poster. A gallery show of all entries would be put on, during which a suitable panel of judges would announce the winner.

All entering artists would benefit from the exposure, especially the winner, whose design would appear on the poster ultimately produced. If possible, a local bank, business, or industry would be solicited to donate a prize to the winner and underwrite the cost of producing the poster.

A local ad agency might also be solicited to donate its time to transform a basic design element into a finished poster. This would increase involvement and contributions.

#### . Bumper Stickers

These items function as another kind of mini-billboard. Like the smaller poster, they can be produced inexpensively, though the cost is significant enough to solicit sponsorship, particularly since this item can be combined with other promotion elements.

Like their big brother, the billboard, bumper stickers must convey their message in bold, simple, succinct terms and a single design element, if any.

Like the small posters, bumper stickers will be displayed free and will be distributed on a widespread basis. Like large posters, they have a residual benefit, in this case, "staying power." (1981 National Sports Festival bumper stickers are still in evidence in the Syracuse metropolitan area four years after the event). Bumper stickers also carry advertising out of the area.

Bumper stickers will be one or two colors. They will be printed on waterproof stock and will be on strippable backing so motorists can remove them from their vehicles when they are no longer wanted.

## 6. PUBLIC RELATIONS

Public relations (PR) is just what the term implies--the relationships the Urban Cultural Park will create and maintain with various groups of people who are important to its success.

The "publics" important to any business normally include present customers, potential customers, employees, members of the same industry, VIPs (local officials, societies, church, and civic organizations), influential companies and businessmen, and the media (television, radio, press, magazines).

Public relations is always an important component of any effective marketing/promotion plan. In the case of Kingston's Urban Cultural Park, public relations is especially important because it is neither financially feasible nor appropriate for paid advertising to play a major role in the promotion campaign strategy (see previous discussion). Thus, in addition to creating/maintaining good relations with the park's various "publics", public relations will be used as a way of generating a less expensive alternative to paid advertising.

This section describes the elements of what will become the Urban Cultural Park public relations and publicity program.

a. Objectives

The first key element of a successful public relations campaign plan is the identification of clear, reasonably attainable objectives.

The objectives of the Urban Cultural Park public relations program are to:

1. Make and keep target audiences (publics) aware that the Urban Cultural Park exists.
2. Interest those segments of target audiences in finding out what the Urban Cultural Park is all about.
3. Create positive expectations among target audiences segments to increase the probability they will like what they discover about the Urban Cultural Park.

b. Identification of What is Unique or Worthy about the Urban Cultural Park and the Theme(s) of its Public Relations Campaign

The average person receives over 1,500 promotional messages each day. Media's outlets themselves are constantly barraged with requests from a range of worthy organizations for free exposure in the form of Public Service Announcements (PSAs), feature stories, and "news" coverage.

In order to secure the support of influential publics (groups and individuals) and a worthwhile amount of media exposure, the Urban Cultural Park must be perceived as worthy and interesting. For its messages to capture the attention of the consumer and motivate him-her to act, they must "stand out in the crowd" of competing messages. They must be unique or at least unusual.

The things about the Urban Cultural Park and its public relations themes that worthy and unique or unusual include:

1. The Urban Cultural Park is a unique, new kind of museum (partly because much of it is outdoors).
2. The Urban Cultural Park tells the story of Kingston's past in a unique way (see formula at beginning of this section).
3. The story which the Urban Cultural Park tells is an interesting one which is also worthy of attention.
4. The objectives of the Urban Cultural Park program (preservation, education, recreation, economic development) are worthy ones.

c. Relating the Unique/Worthy to Target Audience Self-Interest or Curiosity

Human beings naturally act in ways which are consistent with their own self-interest. Members of the "publics" identified earlier in this section are no exception. Therefore, the Urban Cultural Park's public relations efforts will be more effective if the unique/unusual/worthy elements of the park cited above can be related to the self-interest of the Urban Cultural Park's "publics" (target audience). The next best thing to self-interest is curiosity, another strong, motivating factor.

The ways in which these kinds of relationships can be established include the following:

1. The interests of several target audience segments will be served if the Urban Cultural Park succeeds in promoting tourism. Groups directly affected include local merchants, service businesses (restaurants, motels, gas stations, and travel-related industries). Groups benefiting indirectly include the media (more advertising), other area attractions (more tourism means more visitors), and the community at large (more dollars brought into the community means more economic growth/a healthier local economy).
2. The self-interest of several of these groups is similarly served by the economic development/revitalization efforts associated with the Urban Cultural Park.
3. The self-interest of VIPs, especially local elected officials, is served by making the community more attractive, better known, and more economically healthy.
4. The self-interest of the media is also served if the Urban Cultural Park generates interesting copy and thereby creates coverage opportunities and promotes or increases readership/listening-viewing audience.
5. The self-interest of Urban Cultural Park employees is served if the Urban Cultural Park is successful because their jobs will presumably be more secure, and the opportunities for advancement more extensive.

6. The self-interest of customers (past and potential) will be served if the Urban Cultural Park delivers on its claims of being unique and exciting and makes their visits enjoyable and worthwhile.
7. The curiosity of all groups will be whetted if Urban Cultural Park public relations messages are presented in a fresh, creative manner which responds to their known interests (fun/recreation, new experiences, opportunity for profit or exposure, etc.).

d. Selecting, Developing, and Using the Public Relations Tools

The vehicle for translating the knowledge and strategies described above into action which accomplishes the objectives outlined at the beginning of this section is selecting, developing, and effectively using an appropriate array of public relations tools.

The specific tools which will be employed in the Urban Cultural Park's public relations campaign are listed below:

1. The Media List

Producing good news releases and PSAs, staging interesting events, and being creative in formulating ideas to capture the interest of target audiences is only half the battle. To be effective, these messages must receive adequate exposure. This exposure is gained through mass information outlets--most notably, the media. In order to even have the opportunity of giving Urban Cultural Park messages this exposure, the media must receive these messages and a request to air or publish them.

The way to insure that the right media receives the Urban Cultural Park messages is to develop and maintain (via continuing updating) a good media list. A preliminary list of this type appears at the end of this section (courtesy of the Senate House New York State Historic Site). It will be expanded and updated as the Urban Cultural Park public relations campaign evolves.

2. Editorial Endorsement

The support of media editors and managers will increase the Urban Cultural Park's credibility with both rank-and-file media reporters and the general public. Gaining such support will be one of the campaign's agendas.

The techniques which will be used in this effort will include preparation of media information kits and backgrounders (in-depth background reports on the Urban Cultural Park and various key programs or aspects of it), offering to meet with and make presentations to editors/managers at key points in the program's development when information to be conveyed goes well

beyond what might be covered in a standard news release or interview, and, most of all, maintaining good relationships with rank-and-file reporters by being honest, candid, fair, responsive, sensitive to media needs and policies, and by following accepted public relations protocol.

This protocol includes soliciting coverage only on items that are newsworthy, preparing well-written news releases and PSA copy; honoring commitments regarding time, information, etc.; and never asking or offering favors of/to editors or reporters.

### 3. Interviews

An appropriate Urban Cultural Park spokesperson will be available for interviews on newsworthy topics. Interviews will help Urban Cultural Park personnel develop personal relationships with the media and will generate opportunities for coverage not possible on the basis of a news release alone.

### 4. News Releases

The Urban Cultural Park will prepare news releases on all newsworthy items/stories related to the park and its programs. These new releases will be prepared in standard form; i.e., presenting story information in the sequence outlined in the model below:

who, what, where  
when and why

important  
details

misc.  
info.

Releases will be typewritten, double-spaced, on 8-1/2 x 11 white paper with a masthead which identifies the document as a news release from the Urban Cultural Park and is consistent with the Urban Cultural Park "look" referred to earlier in this section. Margins will be as follows: Top = 2", left = 1-1/2", right = 1-1/2". Releases will be typed on only one side of the paper and will be written in clear, succinct language using short paragraphs.

All pages of multi-page release will end in a complete paragraph with the work "MORE" typed at the center bottom of all but the last page. The end of the release will be indicated by typing "###" in the center of the page below the last paragraph of the release.

All news releases will indicate in capital letters when the story is to be released (eg., FOR IMMEDIATE RELEASE or FOR RELEASE -NOVEMBER 1, 1985). This information will appear in the upper right-hand corner of the release.

All news releases will also include the name, address, and telephone number (upper left-hand corner) of the person who may be contacted for more information.

News releases will be mailed or delivered to television or radio stations, newspapers, and other information outlets which appear on the Urban Cultural Park's media list (discussed earlier in this section).

To build and sustain media coverage, the Urban Cultural Park will aim to produce an average of between one and four news releases each month.

5. Broadcast Media Memos

In addition to news releases, the Urban Cultural Park will produce television and radio news memos. These brief memos, prepared in a standard format on Urban Cultural Park news release stationery, will be used as supplements to news releases. They will be addressed to television assignment editors and radio news directors and will point out the significance of events as well as video/actuality opportunities and interview opportunities.

The use of these kind of memos is helpful to media people and will increase the likelihood of Urban Cultural Park events receiving coverage.

6. Public Service Announcements

Bern Rotman of the New York State Department of Tourism defines Public Service Announcements (PSAs) as "announcements of information useful to the listening public which are put on the air by broadcasters because they consider them of service to their listeners."

PSAs are very much like free advertising. They are usually similar in length (10, 20, 30, or 60 second for both radio and television and, like paid ads, are inserted between segments of a station's regular programming.

The limitations of PSAs include that there is no guarantee they will be used, or if they are, at what time, at what frequency, or for how long. Radio PSAs are frequently read live by announcers on the air. Therefore, there is also no guarantee of consistency or quality in how the message is delivered.

Despite these limitations, PSAs can be a powerful promotion tool and can substantially extend an organization's promotional message. In 1981 I Love New York personnel surveyed television

stations across the state to determine how much use a PSA produced by them to promote the National Sports Festival was receiving. They found that this particular spot, featuring Olympic star Jim Craig, had been aired a total of 695 times. Using average advertising rates, I Love New York researchers estimated that these airings represented \$314,255 in air time.

While the magnitude of the event and the talent may have had a great deal to do with this particular PSA success story, the results which can be achieved at a more modest level can still be dramatic.

The Urban Cultural Park will prepare and distribute PSAs to appropriate television and radio stations on its media list. Radio PSAs will be typed double-spaced on news release stationery with a special subheading. Copy will be gauged for the time limitations listed above and will be double-spaced for easier reading. Television PSAs will be produced in cooperation with promotional organizations (eg. I Love New York) or advertising agencies which might be approached to donate their services and the cost of initial production.

The number of PSAs produced in any given time period will depend on the number of programs or events taking place at that time.

#### 7. Speakers' Bureau

The Urban Cultural Park will develop a speakers' bureau using staff and knowledgeable volunteers (eg. Commission members). Trained speakers will then be available to make presentations on the Urban Cultural Park before service clubs, social clubs, senior citizen groups, school groups, and business organizations.

#### 8. Information Displays

Information displays involving graphics, photographs, and copy can be effective, eye-catching tools. Such displays can be used in bank lobbies, public buildings, shopping malls, and other similar locations.

Quality information displays can be expensive to produce. Therefore, the use of this tool in the Urban Cultural Park's promotion campaign will be phased in as funds become available or private sponsorships are obtained.

### 7. SPECIAL EVENTS

Special events are programs designed to bring large numbers of people into a specific area for a limited time to participate in a specific activity or group of activities. Examples include concerts, fireworks displays, art and craft shows, festivals, celebrations, farmers' markets, hot air balloon shows, one-time tours, picnics, races or walks, and other competitions.

These programs have multiple benefits in that they create interest and excitement, generate activity, and function as public relations tools.

Imaginatively created and efficiently executed, special events can be among the most powerful promotion tools in the Urban Cultural Park's promotion campaign, if not the most powerful.

Special events will be used to highlight certain areas within the park and to focus on certain important Urban Cultural Park themes.

A number of special events which relate to the Urban Cultural Park and its themes already take place within the park under the sponsorship of other organizations. Examples (cited earlier in this document) include the Shad Festival, Pumpkin Festival, Victorian Christmas, Fourth of July Fireworks Display, and a concert series in Academy Green Park.

The first thing the Urban Cultural Park will do under this component will be to cooperate with the organizations sponsoring these existing events by helping to promote them, participating in them, and possibly conducting special complementary programs during them.

The next phase of this effort will be for the Urban Cultural Park to organize, sponsor, or conduct new special events which focus on key areas within the park (West Strand, Masten/Senate Houses, Kingston Point), or major Urban Cultural Park-related initiatives (preservation/rehabilitation public improvements, etc.).

The possible themes around which special events might be developed are almost limitless. Specific plans will grow out of other aspects of the Urban Cultural Park's development.

The following possibilities are among those currently under consideration: a concert/entertainment series in West Strand Plaza, a farmers' market, a winter carnival, an outdoor art and craft show (festival), an historic enactment, a parade, a blessing of the fleet on the Rondout, a community picnic, and a "Transportation Days" celebration.

The event(s) finally chosen for implementation will be one(s) which merchants and other organizations in the park wish to participate in and support.

## 8. SUMMARY

A well-conceived, designed, and managed promotion campaign will greatly increase the probability of the Urban Cultural Park's success and, in fact, may be essential to it.

To be effective, the Urban Cultural Park's promotion campaign must recognize what "product(s)" or "service(s)" the park is attempting to sell what consumers are likely to buy these products/services, and why they might be interested in doing so.

In the case of Kingston's Urban Cultural Park, its product/service is a unique combination of story, setting, and activities that, together, create an exciting place to visit where visitors can learn some interesting things about the past at the same time they are enjoying present-day activities like shopping and entertainment.

The Urban Cultural Park's potential consumers or target audience is composed of a broad range of people predominated by young families, senior citizens, and schoolchildren. Its prime market area will initially be the City and County and will expand by phases to ultimately include areas within a day's drive of Kingston.

The Urban Cultural Park's promotional efforts will rely on a number of different tools and techniques which have proven successful in promoting visitation to similar areas and which are feasible within the parameters imposed on the Urban Cultural Park's limited financial resources. They include the use of collateral material, advertising, public relations, and special events.

Funds for the campaign will come partly from the Urban Cultural Park's budget and partly from donations.

The promotion campaign will grow and expand as the park itself develops. The Urban Cultural Park's efforts will also be designed to be compatible with and supportive of other related area attractions, local businesses, and community promotion efforts in general.

## F. RECREATION

Promoting both active and passive recreation in and around the UCP is one of the major goals of the statewide Urban Cultural Park Program. In its broadest sense recreation encompasses much of the educational/interpretive aspects of the UCP plan and some of the economic development activity as well.

This section of the management plan deals with facilities, programs, and events which fall within a slightly narrower definition of the term recreation. However, in the area of special events (dealt with in detail in this section) significant overlap with the interpretive component still exists.

The paragraphs and pages that follow describe various aspects of the UCP recreation program.

### 1. **PARKS**

Five major parks and one significant open green space are located within the Urban Cultural Park. They are Kingston Point, Hasbrouck, West Strand and Block Parks, Academy Green and the Louw Bougardus ruins site. A second open green space just outside the city limits has been identified as the primary arrival point for the UCP and, as such, will also serve the recreation needs of UCP visitors.

Taken together these parks represent a major recreational resource for the Urban Cultural Park and for the community. Within this network opportunities exist for both active and passive recreation. Several of these facilities will also be utilized for interpretive purposes.

Each park/open space will serve a unique function depending on its size, location and existing or planned facilities.

#### a. **Kingston Point**

Once a major entry point and recreation facility for the community, this park has been the site of major improvements in recent years. Existing facilities include: lighted ballfields, picnic areas, horseshoe pits, playground, beach, boat launch and restrooms.

Additional improvements are planned which will upgrade swimming, boating, picnic and playground facilities. Additional parking is planned as well as more restrooms. Long range plans also include rebuilding the former dayliner dock and pedestrian bridge, constructing an amphitheater on the lagoon, adding tennis courts and walking trails around the lagoon, and repairing a railroad spur which once transported dayliner passengers. The restored track will then be used by trolleys operated by the Trolley Museum located along East Strand (see Public Facilities component for schematic drawing/additional detail).

These improvements coupled with improved maintenance will enable Kingston Point to function as the Urban Cultural Park's principal recreation facility. In addition to regular activities, Kingston Point will also be the site of resumed dayliner traffic, trolley tours and a variety of programs and special events.

A large lagoon located in the southern portion of the park is protected wetland. This area has been identified as one which must be preserved. Under the UCP plan this valuable resource will provide opportunities for nature and wildlife study.

b. Hasbrouck

This park is located in a residential area which is somewhat off the UCP's major circulation route. Its existing ballfield, picnic shelter and park building are more suited for local than tourist use. Even to satisfy these purposes, however, the shelter and building are in need of extensive repair. These necessary repairs are to be made as part of the UCP Management Plan.

Hasbrouck's location gives it a commanding view of Rondout Creek, the Hudson River and surrounding UCP neighborhoods. An improved overlook will be built here to take advantage of this view.

c. West Strand

Extensive improvements have recently been made at this location in conjunction with economic revitalization activities involving the Freeman Building, Mansion House and West Strand row buildings. This space now boasts: a new bulkhead; a dock (already being used by dayliners); a plaza suitable for passive recreation, concerts and other special events; and a number of interpretive signs.

Under the UCP Management Plan this park will function as a major interpretive center and special events site. The plaza and nearby shops, restaurants and other commercial enterprises will play mutually supportive roles in attracting residents and tourists alike to this charming urban open space.

Under the UCP Plan, West Strand Park/Plaza will be extended east to tie into the Maritime Museum and west along the creek's edge as far as Forst Packing Company.

d. Island Dock

The UCP Management Plan encourages a new park to be constructed on the tip of Island Dock. This new park will be devoted primarily to picnicking and other passive recreation. It will provide additional opportunities to interpret West Strand and nearby resources. Small boats will be permitted to dock along a portion of the park's northern shore.

Island Dock Park will also function in tandem with West Strand as a site for certain programs or special events. A chain ferry like the one that once plied the Rondout may be installed at a future date if such a project proves feasible.

e. **Block Park**

This facility contains ballfields, a picnic shelter, play equipment, a ball wall, and a go-cart track. Facilities are currently in varying states of disrepair. They will be rehabilitated, replaced or removed as part of the management plan. Because of its location and facilities this park has been identified as a facility which will primarily serve local residents.

f. **Academy Green**

This triangular park is located near the edge of the Stockade Historic District and within easy walking distance of the Masten House Visitors Center. Academy Green is well maintained and contains a number of park benches. It is ideally suited as a decompression spot for UCP visitors and for passive recreation in general. This park has also been identified as a possible site for future interpretive signage.

Improvements to be made under the UCP Management Plan include bench and pavement repair and monument cleaning.

g. **Low Bougardus Ruins**

This small park-like site is situated on the northern edge of the Stockade. It is one of the stops on the Historic District walking tour. Under the UCP Management Plan it is identified as a passive recreation site and possible location for interpretive signage.

h. **Chamber Caboose Site**

This large green open space is currently being used in conjunction with an information center operated by the Chamber of Commerce out of a restored Ulster and Delaware caboose. The Lions Club has recently installed a number of picnic tables and cooking grills. Each table has its own trash receptacle and concrete pad to reduce maintenance.

Under the UCP Management Plan this site is scheduled to be used as the principal arrival point for UCP visitors. Parking areas will be improved and informational signage installed to accommodate this function. UCP visitors will also be able to take advantage of the picnic facilities mentioned above. Depending upon what decisions are made regarding this site's long range use, it may be desirable to install either temporary or permanent restroom facilities at this location.

i. **New Stockade Park**

As a long range project the feasibility of developing a new park somewhere in the stockade district will be studied. Both Academy Green and the Louw Bougardus ruins are located on the edge of the historic district. The only significant green spaces within the district at present are the Old Dutch Churchyard and Senate House grounds. Both these spaces are available for public use only on a limited basis.

The new park, if one proves feasible, would be a small open space suitable for decompression and passive recreation. It would be available to people touring the Stockade as well as shoppers who frequent uptown shops, restaurants and other commercial businesses and as a location for concerts and other special events.

## 2. WATER-RELATED RECREATION

Rondout Creek and the Hudson River offer extensive opportunities for water-related recreation. These include boating, sailing, swimming, fishing, boat tours, dayliner cruises and even sightseeing at locations like Kingston Point Lighthouse.

### a. Marinas

There are currently four marinas located along the portion of the Rondout Waterfront which lies within the Urban Cultural Park boundary. Together these facilities provide permanent dockage for pleasure boats and can accommodate additional craft on a short term basis.

This volume makes pleasure boating a major recreational activity within Kingston's Urban Cultural Park. Under the UCP Management Plan and the Local Waterfront Revitalization Program (LWRP) marinas will be encouraged to expand replacing less desirable/suitable uses.

### b. Boating

Trailered and car-top boats may currently be launched from any of the marinas and from a small boat launch at Kingston Point Park. Additional access to the waterfront would increase opportunities for small boat activities.

Under this plan the existing boat launch at Kingston Point will be improved. If this single site proves inadequate to accommodate demand, a second boat launch will be constructed on Rondout Creek. The UCP Feasibility Study called for such a facility to be constructed at Block Park. A recent evaluation of this proposal, however, suggests that a more suitable long-range solution might be west of the entrance to Island Dock. A final decision regarding this project will be made on the basis of future needs and waterfront development.

c. Swimming

Currently the only public swimming facility within the UCP boundary is the beach at Kingston Point Park. This facility will be upgraded as part of extensive capital improvement planned for this location.

d. Fishing

Sport fishing opportunities exist along the length of Rondout Creek and in the nearby Hudson River. The soon-to-be constructed pier leading to Rondout 2 Lighthouse will provide additional opportunities for land-bound fishermen as will the planned improvements at Kingston Point Park, the planned boardwalk which will extend east from the Maritime Museum, and the construction of a park at the tip of Island Dock.

e. Dayliners

West Strand Park is currently a destination for day line tours from outside the area. A second destination for dayliners will become available when the pier at Kingston Point Park has been replaced.

f. Boat Tours

Tours of Rondout Creek and the north of the Hudson River are planned as part of the Urban Cultural Park program. These tours will focus on interpretation and are, therefore, explained in more detail under that component of the management plan. They are mentioned here because they will also serve a recreation function.

3. **MUSEUMS**

Browsing through museums and participating in museum-sponsored programs is a popular form of passive recreation. These activities are also compatible with the education goal of the Urban Cultural Park program.

Kingston is fortunate to have, within its borders, a number of museums. Two of these, the Senate House Historic Site and the Hudson River Maritime Center, are directly related to the UCP. The former will interpret the UCP's theme of government. The latter will serve as a secondary Visitors Information Center, backing up the Historic Kingston UCP Visitors Center.

The Trolley Museum, Rondout 2 Lighthouse and Volunteer Firemen's Hall and museum are three other valuable recreation/education resources. In addition to exhibits the Trolley Museum offers trolley rides along the Rondout. It is the intention of the UCP Management Plan to ultimately tie these trolley rides into planned UCP programs and development between West Strand and Kingston Point and even beyond to the Hutton Brick Company site.

4. **PERFORMING ARTS**

Music, theater and the performing arts in general represent another important culturally-based area of passive recreation.

The Ulster Performing Arts Center (UPAC), a National Register building on Broadway, functions as the community's principal facility for programs of this nature. As an important landmark, UPAC will be featured in Urban Cultural Park brochures, tours and maps. As the UCP group's collaboration with UPAC will become more feasible. The products of these efforts might be programs which celebrate the community's past and UCP themes through the arts.

Examples include: A history of the community in music, a celebration of American music, staging of historically significant plays, re-enactments, oral history projects, workshops and art festivals.

Additional culturally-oriented UCP recreation efforts will be developed and conducted in cooperation with area schools.

## **5. SCHOOLS**

Area schools offer a variety of recreation opportunities beyond those provided for students as part of the regular school curriculum. School facilities may, with proper planning and management, be used to conduct after-school and community recreation programs.

Under the UCP Management Plan area schools will be encouraged to develop programs involving community recreation, especially where such programs also have an educational/interpretive element.

## **6. NON-FACILITY-BASED RECREATION**

Some forms of recreation, such as biking, walking, running, jogging, touring and sightseeing may take place partially or totally independent of recreation facilities.

Kingston's Urban Cultural Park with its historic settings and fabric provides an excellent environment in which these activities may take place. This already attractive environment will be further enhanced as development activities, such as those which are taking place in West Strand, get underway.

In addition to these general activities the UCP management plan envisions the ultimate development of a system of bike trails and bike ways which traverse significant portions of the UCP.

## **7. SPECIAL EVENTS**

A special event is a happening, something that is not going on all the time. It is short term, usually lasting from one day to two weeks. It is designed to attract large numbers of people and is usually organized around a theme. Examples of special events include: ethnic festivals, theme days, community fairs and holiday celebrations.

Some special events center around single programs such as a symphony concert; others involve a variety of elements which may be staged in sequence or simultaneously. These elements may include: parades, dances, concerts, enactments, tours, demonstrations, competitions, amusements, films, rides, workshops, etc.

Properly organized, special events can be used effectively to promote community awareness and involvement in the Urban Cultural Park effort, the community's heritage, and special UCP projects or programs.

The following tables contain examples of possible special events, various elements which these events might incorporate, and possible locations at which various events might be staged.

TABLE -SPECIAL EVENTS OPTIONS

Events	Elements						
	Parade	Dance	Theme Days: Fairs & Festivals	Concerts	Performances and Enactments	Hot Air Balloons Tours	Comp- etition
A. <u>Traditional Holidays</u>							
1. New Years Day	X	X	Winter				
2. Valentine's Day		X					
3. St. Patrick's Day	XX		Ethnic				
4. St. Joseph's Day	X		Ethnic				
5. Lincoln's Birthday							
6. Washington's Birthday							
7. Martin Luther King Day			Black Amer.				
8. Easter	XX						Egg Hunt
9. Memorial Day	X					X	
10. Fourth of July	XX					X,0	
11. Labor Day	X					X	
12. Halloween							
13. Thanksgiving							
14. Christmas			Victorian Christmas				
15. Flag Day							
B. <u>Other Existing Local Events</u>							
1. Shad Festival						X	
2.							
3.							
4.							
5.							
C. <u>Other Possibilities</u>							
1. Significant Anniversaries						X	X
a. Settlement							
b. Stockade built							



**TABLE - SPECIAL EVENTS LOCATIONS**

Events	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
New Years Day Parade			X						X					X				Via B'way
Ball																		
Winter Carnival	X		X			X			X		X	X				X		
St. Patrick's Day Parade			X						X						X			Via B'way
St. Joseph's Day Festival			X															
Easter Parade			X						X					X				Via B'way
Memorial Day Parade			X						X					X				
Fourth of July Fireworks	X			X													X	
Thanksgiving Community Dinner			X			X						X						Churches
Hot Air Balloon Festival	X																	
Waterfront Fair	X		X	X											X	X		
Fishing Derby	X		X	X											X	X		
Canal Days			X	X														
Arts & Crafts Fair			X						X					X				
Heritage Days Enactments						X					X							Court Hse.

## SPECIAL EVENTS LOCATION KEY

1. Kingston Point
2. Hasbrouck
3. West Strand
4. Island Dock
5. Block Park
6. Academy Green
7. Louw Bougardus Ruins
8. Chamber Caboose Site
9. New Stockade Park
10. Masten House
11. Senate House
12. Area Schools
13. UPAC
14. Stockade
15. Rondout Creek - Hudson River
16. Lighthouse
17. Other

## 8. AREA ATTRACTIONS

While primary efforts will focus on recreation opportunities within the UCP boundary, the Urban Cultural Park program is also intended to become part of a broader regional context of recreation attractions.

During the early years of the park's development especially, a significant portion of its visitors will be people who already live in the area or who have been drawn to the area as tourists by other attractions.

The nature and extent of area and regional recreation opportunities, therefore, is a significant element of the Urban Cultural Park plan and strategy.

Happily greater Kingston, Ulster county and the nearby Catskills and Hudson River Valley are particularly rich in recreation attractions. Of further benefit is the variety of recreation opportunities within the region.

The Catskills offer a wide range of outdoor activities including camping, hiking, rock-climbing, hang-gliding, skiing, soaring, exploring, fishing, boating. In addition, this easily accessible area is also famous for its resorts, summer entertainment and unique facilities like the Catskill Game Farm.

The lower Hudson River Valley is also within easy driving distance of Kingston. The river's banks are graced with several magnificent mansions and manors including: Olana, Sunnyside, and the Vanderbilt mansion. The homes of two presidents, Martin Van Buren and Franklin Delano Roosevelt, are also located here. Other significant attractions include West Point, Mount Vernon and several museums, historic sites and state parks.

Closer to home, Ulster County itself offers a wide variety of recreation opportunities and attractions. Nearby Woodstock is well known for its art and craft centers. The entire county, including Woodstock, Saugerties and much of the surrounding rural area is a treasure island for antiquaries. Traditional activities such as skiing are available, as are more unusual pursuits like river "tubing" (riding rapids in an inflated inner tube).

The Kingston Urban Cultural Park Management Plan seeks to take advantage of the wealth of recreation opportunities available within the region. Initially the UCP hopes to draw visitors who are in the area because of these other attractions. As the park develops it will become more of a contributing member of the group of area attractions. In time, the UCP will draw visitors itself who will then visit other area and regional attractions during their visit.

## KINGSTON URBAN CULTURAL PARK

### VII. ECONOMIC DEVELOPMENT/REVITALIZATION PROGRAM

Economic development and the revitalization the Urban Cultural Park communities is one of four major goals identified for the New York State Urban Cultural Park system. The following is an assessment of the long- and short-term costs and benefits associated with the establishment, operation, and maintenance of the Kingston Urban Cultural Park.

#### A. INVESTMENTS

The City of Kingston proposes to implement the Urban Cultural Park program through the development and improvement of public facilities, through programs to encourage private investment and through interpretation and the promotion of the Urban Cultural Park. The following section describes the levels of investment associated with the implementation of the Urban Cultural Park. Funding sources will be identified delineating expected state, local, federal, and private contributions. The costs of projects and investments will be further identified by phased expenditure over an eight-year period.

##### 1. **PHYSICAL PLANS**

The Kingston Urban Cultural Park addresses four areas pertinent to anticipated changes to the park's physical environment: land use, preservation of historic and architecturally significant buildings and neighborhood character, improvements to and development of public facilities, and circulation.

The following describes the cost of implementing those elements of the Kingston Urban Cultural Park Management Plan associated with the development of the Physical Plans.

##### a. Land Use

The Kingston Urban Cultural Park Management Plan will encourage the development of existing vacant land within the UCP area. By providing amenities, the UCP is participating in the private development and investment in growth of the City. This participation also encourages the creation of quality environments within the UCP as well.

(1) Urban Renewal Parcels 8, 10 and 11

The vacant land south of City Hall and east of Lower Broadway is the largest parcel of vacant land available for development in the Kingston Urban Cultural Park. Proposals have been submitted and reviewed by the City, but as yet no developer has been identified. To further encourage the proper development of this parcel, the UCP proposes to redesign the central mall area along Broadway. Improvement will generally include planting, street furniture and special paving materials to complement the ten million dollar investment to be constructed on this vacant land.

Planting Trees, Shrubs and Ground Cover	\$	24,000
Paving		8,000
Furniture and Amenities		<u>10,000</u>
Subtotal	\$	42,000
+ 15% Contingency		6,000
Design Fees		<u>5,000</u>
Total	\$	53,000

Available Funding

Site Amenities which attract development are eligible for Urban Cultural Park matching grants. This project is also located within a Small Cities target area. The remainder of the funding will be provided by the City through the General Fund.

. Kingston General Fund	\$	5,300
. Urban Cultural Park		5,300
. Small Cities		<u>42,400</u>
Total Project Cost	\$	53,000

b. Preservation

The Kingston Urban Cultural Park Management Plan has identified techniques to preserve historic and architecturally significant resources. The City of Kingston has identified areas of historic importance and has established laws which safeguard alterations of those areas. To assist the City in identifying these resources, the Urban Cultural Park Management Plan proposes to identify, document, and submit additional areas for nomination to the National Register of Historic Places.

(1) National Register Nominations

Under the Urban Cultural Park plan, the City proposed to expand its existing historic districts and submit additional districts for nomination to the National Register of Historic Places. Both the Stockade and Rondout Historic Districts will be expanded to include additional residential properties. The older sections of Ponckhockie and the Wilbur settlement areas will also be submitted for nomination. The estimated cost for preparing "Blue Forms" and surveys for these submissions is \$20,000.

Available Funding

The preparation and documentation of National Register submissions are eligible under the Arts and Architecture Program of the New York State Council on the Arts. Donations of time and effort have, in the past, been primarily responsible for National Register nominations in Kingston. The City will support this activity through in-kind labor and printing costs.

. Kingston General Fund	\$	4,000
. New York State Council on the Arts		11,000
. Donations		<u>5,000</u>
Total Project Costs	\$	20,000

c. Public Facilities

Publicly owned and controlled facilities within the park which, because of their function, impact the park, have been addressed in the Management Plan. Improvements to public buildings, parks, plazas, and parking areas have been identified and construction estimates prepared.

(1) Rondout 2 Lighthouse

The Hudson River Maritime Museum, in cooperation with the City of Kingston, has leased the lighthouse at Kingston Point from the U. S. Coast Guard. The museum operates the lighthouse as a satellite facility with present access only by boat. Historically, there was a dike which connected the boathouse to the mainland. Remnants of this dike (wood piles) are still evident.

The City of Kingston proposes to reconstruct a pedestrian access to the lighthouse by rehabilitating the dike. A concrete pier has been donated to the City and is proposed to be set on the dike to provide adequate and safe

access. The dike will not only be used for access to the lighthouse, but also provide additional recreational opportunities as a fishing pier. Estimated cost for repair to the dike and setting the pier is as follows:

Bulkhead Restoration	
Straightening Close Row Piles	\$ 405,000.00
Raising Bulkhead	228,800.00
Backfill	32,600.00
Utilities	
Conduit	\$ 4,400.00
Electrical Service Cable	100.00
Ground Wire	700.00
Telephone Cable	500.00
Water Service	3,500.00
Pull Box	1,000.00
Concrete Encasement	
Off Loading at Storage Area	24,000.00
Movement to Site and Placement	
Finish Work	200,000.00
Asphalt Wearing Surface	23,000.00
Lighting	9,700.00
Railings	110,000.00
Benches	15,000.00
Trash Receptacles	<u>4,000.00</u>
Subtotal	\$1,062,300.00
+ 15% Contingency	<u>37,700.00</u>
Total	\$1,100,000.00

#### Available Funding

Providing access to the lighthouse is eligible for Urban Cultural Park matching grants. The U.S. Army Corps of Engineers has agreed to reconstruct the piling, backfill, and bulkhead to control the navigation channel. The remaining funds will be provided by the City's General Fund. In-kind labor will assist in reducing the City's share, and local contributions are now being sought to further reduce the local government expenditure required.

• Kingston General Fund	\$ 223,600
• Urban Cultural Park	110,000
• U. S. Army Corps of Engineers	<u>766,400</u>
Total Project Cost	\$1,100,000

(2) Kingston Point Park

Historically, Kingston Point Park focused on the waterfront and docking facilities for day liners which brought visitors primarily from downstate to visit Kingston and travel onto the Catskill Mountains via the railroad.

Since the late 1970's, the City of Kingston has been transforming a landfill on Kingston Point into an active and passive recreation area. The landfill area was combined with the public beach and wetland area to establish the largest park in the City of Kingston. To date, emphasis has been placed on promoting active recreation. Future improvements will focus on more passive recreation, educational programs, and improving, rehabilitating, redeveloping, and interpreting historic and current waterfront activities.

The following estimates for improvements to Kingston Point Park are based on a 20-year Master Plan.

Multi-use building including utilities, deck, and observation area, etc.	\$1,000,000
Day liner pier--piling, controlled fill, wood decking barrier	950,000
Pier facilities--fishing pier, bridge rehabilitation of trolley building, gazebo lighting, benches, and trash receptacles	800,000
Concession, restroom, maintenance, and storage building near ballfields	120,000
Play areas	100,000
Trails and walkways	500,000
Picnic areas--picnic tables, trash receptacles, benches, and grills	70,000
Gazebos (picnic shelter)	50,000
Lighting walkways	500,000
Entrance, internal, and interpretive signage	70,000
Planting--trees and topsoiling, grading and seeding in areas not already seeded in landfill area (ballfield area)	400,000
900-seat amphitheater including band shell, lighting, sound system, stage and storage building, walk, lighting, etc.	800,000
Demolition of existing road and construction of asphalt road	100,000
Construction of bleachers for ballfields	10,000
Four tennis courts with sealer and lighting	150,000

Walkway with lighting adjacent to tennis courts, etc.	20,000
Top courses of asphalt paving for parking lots	100,000
Wall for handball, squash, paddleball, racquetball	60,000
Ice skating rink	1,100,000
Picnic shelter	120,000
Subtotal	\$6,820,000
+ 15% Contingency	1,023,000
Design Fees	784,000
Total	\$8,627,000

### Available Funding

The Kingston Point Park is eligible for Urban Cultural Park matching grants. Projects along the Riverfront are also eligible for Coastal Zone Management Program funds as well. The community recreation facility is also located within a Small Cities target area and is also eligible for Small Cities funding. At present, the park has been approved for approximately \$60,000 in the 1986 Small Cities grant for the construction of a restroom/storage building. The local share will be undertaken in part in in-kind labor, thereby reducing the funding required from the City's General Fund. Private donations have been received in the form of plant materials for the park. Further private donations of this type are anticipated. It is also anticipated that the ice skating rink would be developed by private investment.

. Kingston General Fund	\$ 862,700
. Small Cities	5,103,200
. Urban Cultural Park	862,700
. Coastal Zone Management	78,400
. Private Donations	1,720,000
Total Project Costs	\$8,627,000

### (3) West Strand Plaza

The development of a public plaza and park adjacent to the Rondout Creek has been undertaken as part of a major redevelopment program for the West Strand/Broadway area. The rehabilitation of the Freeman Building, Mansion House, and other West Strand buildings has initiated renewed interest in areas adjacent to the West Strand redevelopment.

Future plans include extending the plaza and the waterfront walk eastward to connect with the Maritime Museum. The unused paved area beneath the New York State Route 9W bridge will be converted into parking for the Maritime Museum and the West Strand area.

Improvements to the west of the plaza include the extension of the waterfront walk along the north side of Rondout Creek including shore stabilization and landscaping to the Port Ewen Suspension Bridge.

The estimate for West Strand Park expansion are as follows:

Shoreline stabilization	
150' x \$200/lf =	\$ 30,000
Wallway construction	
150' x \$33/lf =	5,000
Benches, trash receptacles	5,000
Redefine parking area beneath bridge including walkway, special paving, etc.	15,000
Lawns and planting	<u>10,000</u>
Subtotal	\$ 65,000
+ 15% Contingency	10,000
Design Fees	<u>7,000</u>
Total	92,000

#### Available Funding

The completion of West Strand Park is eligible for Urban Cultural Park matching grants. Since this project is along the riverfront, it is also eligible for grants from the Coastal Zone Management Program. This area is also within a Small Cities target area. Small Cities funds can also be utilized for elements within the facility. Monies identified from the General Fund will be reduced by in-kind labor and potential private contributions.

. Kingston General Fund	\$ 40,700
. Small Cities	41,400
. Urban Cultural Park	9,200
. Coastal Zone Management	<u>700</u>
Total Project Cost	\$ 92,000

(4) Hasbrouck Park

As part of the Kingston Urban Cultural Park program, Hasbrouck Park will be upgraded for use as a passive overlook to the Rondout Creek and Hudson River valleys. Currently, this park is underutilized as a unique opportunity for family activity. Improvements to the park will include clearing vegetation to open up views to the Rondout/Hudson River valleys and providing interpretive information related to the history of both waterways and Kingston in the development of New York State.

Existing roads, ballfields, and picnicking facilities will be upgraded and planting added. An existing building which has been severely vandalized will be evaluated for possible reuse or removal.

Estimates for improvements to Hasbrouck Park are as follows:

Repair shelter	\$ 15,000
Rehabilitate baseball field including infield, bleachers, backstop	15,000
Improve overlook area	
Clearing and grubbing	1,000
Construction of walls for safety	20,000
Interpretive signage	10,000
Special pavements	5,000
Plantings	5,000
Restore park building	50,000
Picnic tables, benches, and trash receptacles	20,000
Upgrade entrance road	20,000
Miscellaneous signage and repairs	<u>15,000</u>
Subtotal	\$ 176,000
+ 15% Contingency	26,000
Design Fees	<u>20,000</u>
Total	\$ 222,000

Available Funding

Hasbrouck Park is eligible for Urban Cultural Park matching grants. The funds required from the City's General Fund are expected to be contributed to in part by in-kind labor and contributions, thereby reducing the total amount from local funding.

. Kingston General Fund	\$	199,800
. Urban Cultural Park		<u>22,000</u>
Total Project Costs	\$	222,000

(5) Block Park Improvements

As part of the Kingston Urban Cultural Park program, Block Park will be upgraded as a stimulus for neighborhood rehabilitation and to better serve the City's recreation needs. Improvements will generally include paving the access road and parking area, repairing, and upgrading picnic shelters and playground equipment and removing outdated or ineffective equipment and features.

Additional play equipment will be added and the ballfield will be upgraded and bleachers refurbished. As Urban Cultural Park functions including neighborhood activities increase the use of the park and the need for improved and expanded facilities will be met through improvements to Block Park.

Estimates for Block Park Improvements are as follows:

Removal of wading pool, concrete track, and shed	\$	10,000
Rehabilitate picnic shelter		50,000
Rehabilitate handball wall		5,000
Rehabilitate play structures		1,000
General upgrade of playground including new equipment		35,000
Upgrade ballfield including new infield, rehabilitate bleachers and backstop		12,000
General upgrading of park lawn, new plantings		30,000
New picnic tables, benches, and trash receptacles		5,000
Pave parking lot including curbs and striping		<u>25,000</u>
Subtotal	\$	173,000
+ 15% Contingency		26,000
Design Fees		<u>10,000</u>
Total	\$	209,000

### Available Funding

Block Park is eligible for Urban Cultural Park matching grants. It is also located within a Small Cities target area. Activities and facilities which will accommodate use by residents of the entire city will be funded by the City (i.e., ballfields and parking lot rehabilitation). Those items which are more likely to be utilized by the immediate neighborhood (i.e., playgrounds) will be funded by the Small Cities Program. Part of the City funds will be accommodated by in-kind services, thereby lowering funds required from the General Fund.

. Kingston General Fund	\$	94,050
. Urban Cultural Park		20,900
. Small Cities		<u>94,050</u>
Total Project Cost	\$	209,000

### (6) Island Dock Park

The eastern tip of Island Dock will be developed as a park. The park will highlight the role of the Rondout Creek and Island Dock in the development of Kingston and New York State.

The Island Dock Park will be passive in nature with the development of paths, benches, and picnic tables. Interpretive signage will be located at strategic locations overlooking West Strand and other relevant historic resources. The somewhat remote location will necessitate a restroom facility which will be serviced by public utilities. Bulkhead repair will be required to stabilize the island against future decay.

Access to the island will be via an existing road from the mainland or by boat. Docking alongside Island Dock will be permitted.

Estimates for the construction of Island Dock Park are as follows:

Reconstruct bulkheads		
500 = 180/lf	\$	90,000
Restroom facilities		
Lump sum		80,000
Paths		
600 lf x 10 lf		60,000
Grading, topsoiling, and seeding disturbed areas		30,000
Planting		20,000

Interpretive signage	7,000
Picnic tables, benches, trash receptacles	<u>23,000</u>
Subtotal	\$ 310,000
+ 15% contingency	40,000
Design Fees	<u>30,000</u>
Total	380,000

Available Funding

Island Dock Park is eligible for Urban Cultural Park matching grants. Coastal Zone Management funds are also available for this project. Local funding will be accomplished in part by in-kind labor, thereby reducing the funds required from the Kingston General Fund. It is also anticipated that Island Dock Park will be constructed in conjunction with private redevelopment of Island Dock, therefore, private investment will be the major source of funds required to build the park.

. Kingston General Fund	\$ 38,000
. Urban Cultural Park	38,000
. Coast Zone Management	3,000
. Private	<u>301,000</u>
Total Project Cost	\$ 380,000

(7) Wilbur Avenue Park

Wilbur Avenue Park will be constructed on the east side of the Wilbur Avenue link between the Stockade neighborhood and the Wilbur neighborhood. Its purpose is to provide a quiet, passive recreation area outside the main activities of the Urban Cultural Park.

Built on City-owned land, the estimates for the development of this park are as follows:

Cleanup	\$ 3,000
Grading	9,000
Topsoiling and Seeding	5,000
Picnic Tables and Grills	15,000
Parking Area	5,000
Crushed Stone Walks	<u>5,000</u>
Subtotal	\$ 42,000
+ 15% Contingency	4,000
Design Fees	<u>4,000</u>
Total	\$ 50,000

Available Funding

Wilbur Avenue Park is eligible for Urban Cultural Park matching grants. Most of City funds will be accommodated by in-kind services, thereby lowering funds required from the General Fund.

. Kingston General Fund	\$	45,000
. Urban Cultural Park		<u>5,000</u>
Total Project Cost	\$	50,000

(8) Cornell Park

Cornell is a hillside park in the Rondout neighborhood. The park is both an active playground at the lower area and a passive park at the upper level. This park, although well-maintained, is beginning to show signs of deterioration. Access between the two levels along a steep slope should be redesigned and the park building renovated. It is proposed that improvements to Cornell Park be undertaken as a low priority and, therefore, at the end of the eight-year improvement program.

Estimates for improvements to Cornell Park are as follows:

Building renovation	\$	25,000
Monument cleaning		2,000
Stairway reconstruction		20,000
Lawn reconstruction		4,000
Paths and walkways		5,000
New plantings		20,000
New benches		<u>5,000</u>
Subtotal	\$	81,000
+ 15% Contingency		12,000
Design Fees		<u>7,000</u>
Total	\$	100,000

Available Funding

Improvements to Cornell Park are eligible for Urban Cultural Park matching grants. As a neighborhood park, it is also eligible for Small Cities monies as well. Part of the City funds could be accommodated by in-kind service, and donations could be collected for plantings within the park.

. Kingston General Fund	\$	10,000
. Urban Cultural Park		10,000
. Small Cities		<u>80,000</u>
Total Project Cost	\$	100,000

(9) Parking Lots

As the Kingston Urban Cultural Park develops, visitation to attractions and Urban Cultural Park activities will increase. Once visitors arrive at the park, mass transit and walking tours are planned to minimize traffic. Parking facilities, however, will be required to facilitate the automobiles either at terminals for transit systems or at attractions for those who do not utilize mass transit systems.

The parking garage in the Stockade area is currently underutilized and can facilitate additional parking for the foreseeable future. The Rondout area, however, will soon be encumbered by additional automobiles and will require the construction of parking facilities in the vicinity of the waterfront area. The Broadway link is another area that has been identified as requiring additional parking facilities. Plans have been prepared for the development of additional parking facilities and the expansion of an existing City parking lot.

Estimates for the additional parking facilities are as follows:

Rondout Area

East Strand beneath Route 9W bridge 100 spaces on north side	\$	106,500
Corner of Post Street and Union Street 24 spaces		
- property cost		10,000
- construction		40,000
West end of West Strand Park 60 spaces		63,000
Corner of Hunter and Post Streets 24 spaces		
- property		7,000
- construction		25,000
East Strand east of Route 9W bridge 100 spaces		25,000

Broadway Area

Vacant lot between Broadway and  
Prince Streets  
33 spaces  
- property 20,000  
- construction 35,000

Area between Downs and O'Neil Streets  
20 spaces  
- property 40,000  
- demolition 10,000  
- construction 22,000

Subtotal \$ 403,500  
+ 15% Contingency 60,500  
Design Fees 50,000  
Total \$ 514,000

Available Funding

Parking to support Urban Cultural Park activities is eligible for Urban Cultural Park matching grants. The parking area located in the Rondout area beneath the Route 9W bridge on the north side of East Strand is to be developed by private investors. These parking facilities are also located within a Small Cities area. The local share will be undertaken in part by in-kind labor, thereby reducing the funding required from the City's General Fund.

. Kingston General Fund \$ 178,050  
. Small Cities 178,050  
. Urban Cultural Park 51,400  
. Private Investment 106,500  
Total Project Cost \$ 514,000

(10) Rondout Visitors Center

The Kingston Urban Cultural Park includes two major interpretive areas, each concentrating on different themes. The Stockade area will focus on government while the Rondout area will focus on transportation and industry. The Stockade Visitors Center is located in a renovated building and will serve as the primary visitors center during the formative period. Currently a portion of the Hudson River Maritime Museum is leased as a Rondout Visitors Center and exhibit space. Once sufficient activity justifies expansion, a Rondout Visitors Center will be expanded to welcome visitors entering the Urban Cultural Park area from

the east and south. At present, alternate proposals for the development of this second Visitors Center include construction of a new building that is solely a Urban Cultural Park Visitors Center, renovation of an existing building that is solely an Urban Cultural Park Visitors Center, combining a Visitors Center with the proposed Trolley Museum expansion of the Urban Cultural Park function with the Maritime Museum or if the Maritime Museum relocates full occupancy of the Maritime Museum building by the Urban Cultural Park Visitors Center.

The chosen option will depend on such factors as the availability of the alternate at the time, cost, and level of activity in the Rondout relative to the Urban Cultural Park and, if shared space, compatibility with other uses.

A budgeted sum of \$100,000 has been identified at this time for the development of the Visitors Center in the Rondout area.

#### Available Funding

The development of a Visitors Center is eligible for Urban Cultural Park matching grants. The remaining funds will be required from the City's General Fund.

. Kingston General Fund	\$	90,000
. Urban Cultural Park		<u>10,000</u>
Total Project Costs	\$	100,000

#### d. Circulation

In formulating Kingston's circulation system, care has been taken to incorporate existing streets and circulation patterns. This approach has greatly reduced the need for new streets or circulation systems or facilities other than those identified under program elements. One location, however, has been identified as requiring additional signalization to minimize potential conflict between pedestrian and vehicular routing.

##### (1) Signalization

One area has been identified as requiring additional signalization to adequately facilitate increased visitation generated by the Urban Cultural Park program. The Stockade Visitors Center located directly across Clinton Avenue from the Senate House complex will be an initial attraction for all Urban Cultural Park visitors. The numbers of pedestrians crossing this busy street and intersection require a pedestrian crossing light.

Estimated cost for the traffic control signal is \$100,000.

Available Funding

The signalization equipment and installation is eligible for Urban Cultural Park matching grants. The remaining local share depends upon the availability of Federal and State funds for traffic signal improvements.

. Kingston General Fund	\$	90,000
. Urban Cultural Park		<u>10,000</u>
Total Project Cost	\$	100,000

2. **PROGRAMS**

The overall character and a ambience of the Kingston Urban Cultural Park including environment and activities are addressed under programs. The enhancement of the physical character of streets and building facades, the provision for introducing Kingston to visitors and capturing their interest in Kingston's Urban Cultural Park are functions of program. Costs associated with the development of an effective Urban Cultural Park program including improvements and use are as follows:

a. Landscape/Streetscape

This program is designed to improve the park's streetscapes and landscapes. Elements such as benches, plantings, and pavings will be utilized to unify the Urban Cultural Park and identify areas of different use, importance, and interpretation.

(1) Pavements

A variety of pavements is recommended based upon location related to historic relevance, use area, importance to Urban Cultural Park program and existing conditions. The following are estimates for installing specialized pavements in areas identified under landscape/streetscape.

Bluestone paving		
3,200 sy. at \$80/sy.	\$	256,000
+ 15% Contingency		38,000
Design Fees		<u>6,000</u>
Total	\$	300,000

Brick Paving		
3,550 sy. at \$60 sy.	\$	213,000
+ 15% Contingency		32,000
Design Fee		<u>5,000</u>
Total	\$	250,000

Concrete Paving		
6,800 sy. at \$25/sy.	\$	170,000
+ 15% Contingency		26,000
Design Fee		<u>4,000</u>
Total	\$	200,000

Composite (combined) paving (bluestone, brick, and concrete 16,000 sy. at \$45/sy. (average)	\$	255,000
+ 15% Contingency		38,000
Design Fees		<u>7,000</u>
Total	\$	300,000

(2) Street Furniture

Streetscape elements will supplement paving types to unify and define different areas of the Kingston Urban Cultural Park. Benches, trash receptacles, tree grates, and lighting fixtures will be used to establish environmental character throughout the Urban Cultural Park. They will further assist the visitor in identifying areas of different importance and interpretation.

Estimates for street furniture in the Kingston Urban Cultural Park are as follows:

Benches		
40 at \$800 each	\$	32,000
Trash Receptacles		
25 at \$600 each		15,000
Tree grates		
30 at \$300 each		<u>9,000</u>
Subtotal	\$	56,000
+ 15% Contingency		8,000
Design Fees		<u>6,000</u>
Total Cost	\$	70,000

Street Lighting		
Fixtures at \$1,500 av./fixture	\$	400,000
+ 15% Contingency		60,000
Design Fee		<u>40,000</u>
Total Cost	\$	500,000
Planting		
110 trees at \$500/tree	\$	55,000
+15% Contingency		8,000
Design Fees		<u>7,000</u>
Total	\$	70,000
Total Cost for Streetscape Improvements including paving and street furniture	\$	1,690,000

#### Available Funding

Special pavings and street furniture are eligible for Urban Cultural Park matching grants. Monies are also available through the New York State Council on the Arts to fund the design of streetscapes. Where sidewalks are located within the Small Cities area, Small Cities funds will be utilized for the work. The remaining local share will come from the City's General Fund. Where possible, in-kind service will be utilized to reduce the local burden. Anticipated local contributions will also reduce the local share required.

• Kingston General Fund	\$	169,000
• Small Cities		1,234,500
• Urban Cultural Parks		161,500
• New York State Council on the Arts		75,000
• Local Contributions		<u>50,000</u>
Total Project Cost	\$	1,690,000

#### b. Signage

The Kingston Urban Cultural Park signage program will develop a system of advertising, interpretive, and directional signage which will be in harmony with the historical character of buildings and settings. This signage will supplement paving types and furniture in distinguishing the park from other areas of the City. Estimates for the implementation of the Kingston Urban Cultural Park signage system are as follows.

Arrival signs	
10 at \$800 each	\$ 8,000
+ 15% Contingency	1,200
Design Fee	<u>800</u>
Subtotal	\$ 10,000
Directional Signs	
24 at \$75 each	\$ 1,800
+ 15% Contingency	300
Design Fees	<u>500</u>
Subtotal	\$ 2,600
Interpretive Signs	
35 at \$800	\$ 28,500
+15% Contingency	4,000
Design Fee	<u>3,000</u>
Subtotal	\$ 50,000
Introduction Sign	
1 at \$2,000	\$ 4,000
+15% Contingency	600
Design Fee	<u>3,000</u>
Subtotal	\$ 7,600
Total Cost for Signage Program	\$ 70,200

#### Available Funding

Signage is eligible for an Urban Cultural Park matching grant. The remaining local share will be undertaken in part by in-kind services.

• Kingston General Fund	\$ 63,200
• Urban Cultural Park	<u>7,000</u>
Total Project Cost	\$ 70,200

#### c. Facade Program

The purpose of the facade program is to facilitate the proper rehabilitation of commercial storefronts and facades in accordance with the U.S. Department of Interior standards and in a manner consistent with the goals and objectives of the Kingston Urban Cultural Park. The implementation of the facade program

is directed toward areas of the highest visibility and which are most important to the interpretation of the Urban Cultural Park themes.

The Broadway/West Strand area has recently undergone a major facade program. The Stockade area is identified for facade and storefront improvements. The Broadway link is a third priority followed by Wilbur and the Ponckhockie and other Rondout commercial areas.

The existing revolving fund will be continued to provide low interest loans to encourage businesses to improve the quality of their storefronts and facades.

The proposed estimate and budget for the facade program is as follows:

Facade Improvement	
Construction costs	\$ 600,000
Design Fees	<u>100,000</u>
Total	\$ 700,000

#### Available Funding

The facade improvement program is proposed to be continued through the existing Kingston Revolving Fund. Additional funds will be provided by the Small Cities Program. Facade designs are eligible for New York State Council on the Arts funding. It is proposed that private investment will equal the amount of the loan as a minimum requirement.

. Small Cities	\$ 10,000
. New York State Council on the Arts	90,000
. Kingston Revolving Loan Fund	300,000
. Private Investment	<u>300,000</u>
Total Project Cost	\$ 700,000

#### d. Interpretation and Promotion

The interpretation and promotion of the Kingston Urban Cultural Park includes development of exhibits and displays, brochures, and various methods of advertising. The activities undertaken in this section of the Urban Cultural Park Management Plan are intended to communicate the theme of the park to the general public, both local and tourists.

The estimated cost of implementing and interpretive program and promoting the Kingston Urban Cultural Park is as follows:

Advertising	\$ 32,000
Public Relations (Press kits, releases, PSA's)	8,000
Bus cards (design and production)	8,000
Collateral (brochures, maps, posters)	74,000
Exhibits, displays	<u>23,000</u>
Subtotal	\$ 145,000

Available Funding

Interpretation and marketing are eligible for Urban Cultural Park matching grants. Interpretive and exhibit elements may also be eligible for grants from the New York State Council on the Arts. Advertising is eligible for matching I Love New York funds. The remainder of the funding will be from the Kingston General Fund or private sector donations. Where state funds have been identified as funding portions of interpretive or promotion projects, the amount of those funds has been based on the funding formulas of the agency/program involved (eg. UCP = 25 percent). Care has been taken not to co-mingle Urban Cultural Park and other state agency funds for purposes of figuring matching requirements.

. Kingston General Fund	\$ 65,000
. New York State Council on the Arts	6,000
. Urban Cultural Park	29,000
. I Love New York	8,000
. Private Donations	<u>37,000</u>
. Total Project Cost	\$ 145,000

e. Recreation

Promoting both active and passive recreation in and around the Urban Cultural Park is a statewide goal. While Public Facilities discussed the costs of construction of recreational facilities, this section encompasses the cost of programs and special events scheduled within these facilities and others.

Estimated costs and budgets for recreational programs are as follows:

Program	\$ 37,500
Special Events	<u>67,500</u>
Total	\$ 105,000

### Available Funding

Recreational programs and special events that relate directly to the goals and objectives of the Urban Cultural Park are eligible for Urban Cultural Park matching grants. Local share will include private sector donations.

. Kingston General Fund	\$ 55,000
. Private Sector Donations	25,000
. Urban Cultural Park	<u>25,000</u>
Total Project Cost	\$ 105,000

### 3. MANAGEMENT STRUCTURE

The management structure for the Kingston Urban Cultural Park includes two sections: Administration and Operations and Maintenance. The administration of the park will require additional staffing to be developed as the park grows. The operations and maintenance of the Kingston Urban Cultural Park will be undertaken in large part by existing City departments and forces.

#### a. Administration

The implementation of the Kingston Urban Cultural Park will be overseen by a volunteer Commission appointed by the Mayor. An executive director will run the program on a day-to-day basis. As the park develops, additional support staff will be added to coordinate and undertake specific task or areas of the Urban Cultural Park program. Budgets have been established for the administration of the Kingston Urban Cultural Park program over the next eight years as follows:

	Start Up 1986	Full Operation 1987	Expansion 1988	Eight-Year Projection
(1) <u>Salaries and Wages</u>				
Executive Director	\$ 0	\$19,000	\$20,000	\$139,000
Secretary/Bookkeeper *(figures based on \$12,000 full time)	0	6,000	12,000	78,000
Program Director **Based on \$15,000 full time in 1989 \$18,000 first year	9,000	0	5,000	89,000
Part-time Staff	<u>10,000</u>	<u>2,500</u>	<u>2,500</u>	<u>27,500</u>
Total Salary and Wages	\$19,000	\$27,500	\$39,500	\$333,500

	Start Up 1986	Full Operation 1987	Expansion 1988	Eight-Year Projection
Total Salary and Wages (from previous page)	\$19,000	\$27,500	\$39,500	\$333,500
(2) <u>Fringe Benefits</u> at 30 percent (Salaried positions only)	<u>5,700</u>	<u>7,500</u>	<u>11,100</u>	<u>94,800</u>
(3) Total Administrative Costs	\$24,700	\$35,000	\$50,600	\$428,300

#### Available Funding

Most of the funding for this component will come from the City's General Fund. Costs related directly to the development of program elements will be partially subsidized by State Urban Cultural Park and New York State Council on the Arts funds. As the Urban Cultural Park develops and economic benefits increase, the local private sector will be approached to underwrite a portion of the Park's administrative costs.

. Kingston General Fund	\$ 363,300
. NYSCA	15,000
. Urban Cultural Park	10,000
. Private Sector Donations	<u>40,000</u>
Total Project Cost	\$ 428,300

#### b. Operations and Maintenance

Operations and maintenance of the Kingston Urban Cultural Park will be shared between the administrative staff and City departments. Urban Cultural Park-designated staff will undertake more promotion, interpretive, and coordination functions. City departments will assist in running recreation programs, events, and maintenance of Urban Cultural Park facilities. Costs of operations and maintenance increase as the Urban Cultural Park develops. Estimates for providing adequate services are as follows:

	Start Up 1986	Full Operation 1987	Expansion 1988	Eight-Year Projection
(1) <u>Internal</u> (Masten House and Related)				
Utilities	\$ 3,500	\$ 3,500	\$ 3,500	\$ 28,000
Telephone	1,500	2,000	2,000	15,600
Consumable Supplies	1,000	1,500	1,500	11,500
Postage	1,000	1,500	1,500	11,500
Books and Periodicals	500	750	750	5,750
Travel	500	750	750	5,750
Equipment	2,000	2,000	2,000	16,000
Contract Expenses (including building maintenance, consul- tants, etc.)	<u>5,000</u>	<u>8,000</u>	<u>8,000</u>	<u>61,000</u>
Total Internal Costs	15,000	20,000	20,000	155,000
(2) External				
Maintenance fund for DPW and Parks to offset increased maintenance of parks, plazas, and other UCP public facilities.	<u>10,000</u>	<u>15,000</u>	<u>20,000</u>	<u>145,000</u>
Total Operations and Management	\$25,000	\$35,000	\$40,000	\$300,000

Available Funding

This component will be funded primarily out of the City's General Fund. As the cost of extra maintenance of parks, plazas, and other public facilities increases, special assessments may also be levied to offset these increases. Applications for Urban Cultural Park funding will be made to fund a portion of contracted expenses associated with program development and other eligible activities.

• Kingston General Fund (possibly supplemented by special assessments)	\$ 290,000
• Urban Cultural Park	<u>10,000</u>
Total Project Cost	\$ 300,000

4. **SUMMARY**

Following is a summary of anticipated expenditures over an eight-year period for the projects listed above (Chart 1). Chart 2 categorizes the funding sources for each project. Charts 3 -10 indicate funding sources for each year.

KINGSTON URBAN CULTURAL PARK

CHART 1 - IMPLEMENTATION SCHEDULE

Phase (Year)

All amounts are in thousands of dollars

Project	1986	1987	1988	1989	1990	1991	1992	1993
<b>Land Use</b>								
Urban Renewal Parcel 8, 10, 11			53					
<b>Preservation</b>								
National Register Nomination		10	5	5				
<b>Public Facilities</b>								
Rondout 2 Lighthouse		550	550					
Kingston Point Park	150	150	150	150	150	150	150	150
West Strand Plaza		42	50					
Hasbrouck Park							111	111
Block Park							100	109
Island Dock Park								380
Wilbur Avenue Park								50
Cornell Park								100
Parking Lots	32	80		135	66	66	66	69
Rondout Visitors Center					100			
<b>Circulation</b>								
Signalization			100					
<b>Landscape/Streetscape</b>								
Bluestone Walk		6	49	49	49	49	49	49
Brick Walk			5	49	49	49	49	49
Concrete Walk				4	49	49	49	49
Combine Paving					7	97	98	98
Benches/Trash Rec.	6	9	9	9	9	9	9	10
Street Lighting	40	70	70	70	70	70	70	40
Planting	7	9	9	9	9	9	9	9

Project	1986	1987	1988	1989	1990	1991	1992	1993
<b>Signage</b>								
Arrival	5	5						
Directional	1.3				1.3			
Interpretive		10	10	10	10	5	5	
Introduction		7.6						
<b>Facade Program</b>								
Facade Improvements		100	100	100	100	100	100	100
<b>Interpretation and Promotion</b>								
	10	15	20	20	20	20	20	20
<b>Recreation</b>								
	5	10	15	15	15	15	15	15
<b>Management Structure</b>								
UCP Administration	24.7	35	50.6	63.6	63.6	63.6	63.6	63.6
Operations and Maintenance	25	35	40	40	40	40	40	40
<b>TOTALS</b>	<b>306</b>	<b>1143.6</b>	<b>1285.6</b>	<b>728.6</b>	<b>807.9</b>	<b>791.6</b>	<b>1003.6</b>	<b>1511.6</b>
<b>Total Program Cost Over 8 Years: 7,578.5</b>								

KINGSTON URBAN CULTURAL PARK

CHART 2 - FUNDING SOURCES

All amounts are in thousands of dollars

<u>Projects</u>	<u>Cost</u>	<u>Private</u>	<u>UCP</u>	<u>Other State</u>	<u>Local</u>	<u>Federal</u>
<b>Preservation</b>						
Urban Renewal Parcels	53		5.3		5.3	42.4
National Register Nomination	20	5		11	4	
<b>Public Facilities</b>						
Rondout 2 Lighthouse	1,100		110		223.6	766.4
Kingston Point Park	1,200	20	120		140	920
West Strand Plaza	92		9.2		40.7	42.1
Hasbrouck Park	222		22.2		199.8	
Block Park	209		20.9		94.05	94.05
Island Dock Park	380	301	38		38	3
Wilbur Avenue Park	50		5		45	
Cornell Park	100		10		10	80
Parking Lots	514	106.5	51.4		178.05	178.05
Rondout Visitors Center	100		10		90	
<b>Circulation</b>						
Signalization	100			10	90	
<b>Landscape and Streetscape</b>						
Bluestone Walk	300		29.4	6	29.4	235.2
Brick Walk	250		24.5	5	24.5	196
Concrete Walk	200		19.6	4	19.6	156.8
Combine Paving	300		29.3	7	29.3	234.4
Benches/Trash Rec.	70	10	6.4	6	27	20.6
Street Lighting	500		46	40	207	207
Planting	70	35	6.3	7	6.3	15.4

<b>Projects</b>	<b>Cost</b>	<b>Private</b>	<b>UCP</b>	<b>Other State</b>	<b>Local</b>	<b>Federal</b>
<b>Signage</b>						
Arrival	10		1		9	
Directional	2.6		.26		2.34	
Interpretive	50		5		45	
Introduction Sign	7.6		.76		6.84	
<b>Facade Program</b>						
Facade Improvements	700	300		90	300	10
<b>Interpretation and Promotion</b>						
	145	37	29	14	65	
<b>Recreation</b>						
	105	25	25		55	
<b>Management Structure</b>						
UCP Administration	428.3	40	10	15	363.3	
Operations and Maintenance	300		10		290	
<b>TOTAL COST</b>	<b>7,578.5</b>	<b>879.5</b>	<b>644.52</b>	<b>215</b>	<b>2,638.08</b>	<b>3,201.4</b>

KINGSTON URBAN CULTURAL PARK

CHART 3 - 1986 PROGRAM FUNDING

All amounts are in thousands of dollars

Projects	Cost	Private	UCP	State	Local	Federal
<b>Land Use</b>						
Urban Renewal 8, 11, 12						
<b>Preservation</b>						
National Register Nomination						
<b>Public Facilities</b>						
Rondout 2 Lighthouse Kingston Point Park	150	2.5	15		30.5	102
West Strand Plaza Hasbrouck Park Block Park Island Dock Park Wilbur Ave. Park Cornell Park						
Parking Lots Rondout Visitors Center	32		3.2		14.4	14.4
<b>Circulation</b>						
Signalization						
<b>Landscape and Streetscape</b>						
Bluestone Walk Brick Walk Concrete Walk Combine Paving Benches/Trash Rec. Street Lighting Planting	6 40 7			6 40 7		

CHART 3 - 1986 PROGRAM FUNDING (CONTINUED)

Projects	Cost	Private	UCP	State	Local	Federal
<b>Signage</b>						
Arrival	5		.5		4.5	
Directional	1.3		.13		1.17	
Interpretive						
Introduction Sign						
<b>Facade Program</b>						
Facade Improvements						
<b>Interpretation and Promotion</b>	10	1	2		7	
<b>Recreation</b>	5				5	
<b>Management Structure</b>						
UCP Administration	24.7		2		22.7	
Operations and Maintenance	25		1		24	
<b>TOTAL EXPENDITURE FOR 1986</b>	<b>306</b>	<b>3.5</b>	<b>23.83</b>	<b>53</b>	<b>109.27</b>	<b>116.4</b>

KINGSTON URBAN CULTURAL PARK

CHART 4 - 1987 PROGRAM FUNDING

All amounts are in thousands of dollars

Projects	Cost	Private	UCP	State	Local	Federal
<b>Land Use</b>						
Urban Renewal 8, 10, 11						
<b>Preservation</b>						
National Register Nomination	10	3		5	2	
<b>Public Facilities</b>						
Rondout 2 Lighthouse	550		55		111.8	383.2
Kingston Point Park	150	2.5	15		30.5	102
West Strand Plaza	42		4.2		18.2	19.6
Hasbrouck Park						
Block Park						
Island Dock Park						
Wilbur Ave. Park						
Cornell Park						
Parking Lots	80		8		36	36
Rondout Visitors Center						
<b>Circulation</b>						
Signalization						
<b>Landscape and Streetscape</b>						
Bluestone Walk	6			6		
Brick Walk						
Concrete Walk						
Combine Paving						
Benches/Trash Rec.	9	1.4	.9		.9	5.8
Street Lighting	70		7		31.5	31.5
Planting	9	5	.9		.9	2.2

CHART 4 - 1987 PROGRAM FUNDING (CONTINUED)

Projects	Cost	Private	UCP	State	Local	Federal
<b>Signage</b>						
Arrival	5		.5		4.5	
Directional						
Interpretive	10		1		9	
Introduction Sign	7.6		.76		6.84	
<b>Facade Program</b>						
Facade Improvements	100			90		10
<b>Interpretation and Promotion</b>	15	3	3	2	7	
<b>Recreation</b>	10	2.5	2.5		5	
<b>Management Structure</b>						
UCP Administration	35			5	30	
Operations and Maintenance	35		1		34	
<b>TOTAL EXPENDITURE FOR 1987</b>	<b>1,143.6</b>	<b>17.4</b>	<b>99.76</b>	<b>108</b>	<b>328.14</b>	<b>590.3</b>

KINGSTON URBAN CULTURAL PARK

CHART 5 - 1988 PROGRAM FUNDING

All amounts are in thousands of dollars

Projects	Cost	Private	UCP	State	Local	Federal
<b>Land Use</b>						
Urban Renewal 8, 10, 11	53		5.3		5.3	42.4
<b>Preservation</b>						
National Register Nomination	5	1		3	1	
<b>Public Facilities</b>						
Rondout 2 Lighthouse	550		55		111.8	383.2
Kingston Point Park	150	2.5	15		30.5	102
West Strand Plaza	50		.5		22.5	22.5
Hasbrouck Park						
Block Park						
Island Dock Park						
Wilbur Ave. Park						
Cornell Park						
Parking Lots						
Rondout Visitors Center						
<b>Circulation</b>						
Signalization	100		10		90	
<b>Landscape and Streetscape</b>						
Bluestone Walk	49		4.9		4.9	39.2
Brick Walk	5			5		
Concrete Walk						
Combine Paving						
Benches/Trash Rec.	9	1.4	.9		.9	5.8
Street Lighting	70		7		31.5	31.5
Planting	9	5	.9		.9	2.2

CHART 5 - 1988 PROGRAM FUNDING (CONTINUED)

Projects	Cost	Private	UCP	State	Local	Federal
<b>Signage</b>						
Arrival						
Directional						
Interpretive	10		1		9	
Introduction Sign						
<b>Facade Program</b>						
Facade						
Improvements	100	50			50	
<b>Interpretation and Promotion</b>						
	20	4	4	2	10	
<b>Recreation</b>						
	15	2.5	3.75		8.75	
<b>Management Structure</b>						
UCP Administration	50.6	2.5	3	5	45.1	
Operations and Maintenance	40		2		38	
<b>TOTAL EXPENDITURE FOR 1988</b>	<b>1,285.6</b>	<b>68.9</b>	<b>117.75</b>	<b>10</b>	<b>460.15</b>	<b>628.8</b>

KINGSTON URBAN CULTURAL PARK

CHART 6 - 1989 PROGRAM FUNDING

All amounts are in thousands of dollars

Projects	Cost	Private	UCP	State	Local	Federal
<b>Land Use</b>						
Urban Renewal 8, 10, 11						
<b>Preservation</b>						
National Register Nomination	5	1		3	1	
<b>Public Facilities</b>						
Rondout 2 Lighthouse Kingston Point Park West Strand Plaza Hasbrouck Park Block Park Island Dock Park Wilbur Ave. Park Cornell Park Parking Lots Rondout Visitors Center	150         135	2.5         135	15         		30.5	102
<b>Circulation</b>						
Signalization						
<b>Landscape and Streetscape</b>						
Bluestone Walk	49		4.9		4.9	39.2
Brick Walk	49		4.9		4.9	39.2
Concrete Walk	4			4		
Combine Paving						
Benches/Trash Rec.	9	1.4	.9		.9	5.8
Street Lighting	70		7		31.5	31.5
Planting	9	5	.9		.9	2.2

CHART 6 - 1989 PROGRAM FUNDING (CONTINUED)

Projects	Cost	Private	UCP	State	Local	Federal
<b>Signage</b>						
Arrival						
Directional						
Interpretive	10		1		9	
Introduction Sign						
<b>Facade Program</b>						
Facade						
Improvements	100	50			50	
<b>Interpretation and Promotion</b>	20	4	4	2	10	
<b>Recreation</b>	15	3	3.75		8.25	
<b>Management Structure</b>						
UCP Administration	63.6	5	1	5	52.6	
Operations and Maintenance	40		2		38	
<b>TOTAL EXPENDITURE FOR 1989</b>	<b>728.6</b>	<b>206.9</b>	<b>45.35</b>	<b>14</b>	<b>242.45</b>	<b>219.9</b>

KINGSTON URBAN CULTURAL PARK

CHART 7 - 1990 PROGRAM FUNDING

All amounts are in thousands of dollars

Projects	Cost	Private	UCP	State	Local	Federal
<b>Land Use</b>						
Urban Renewal 8, 10, 11						
<b>Preservation</b>						
National Register Nomination						
<b>Public Facilities</b>						
Rondout 2 Lighthouse Kingston Point Park	150	2.5	15		30.5	102
West Strand Plaza Hasbrouck Park Block Park Island Dock Park Wilbur Ave. Park Cornell Park						
Parking Lots	66		6.6		29.7	29.7
Rondout Visitors Center	100		10		90	
<b>Circulation</b>						
Signalization						
<b>Landscape and Streetscape</b>						
Bluestone Walk	49		4.9		4.9	39.2
Brick Walk	49		4.9		4.9	39.2
Concrete Walk	49		4.9		4.9	39.2
Combine Paving	7			7		
Benches/Trash Rec.	9	1.4	.9		.9	5.8
Street Lighting	70		7		31.5	31.5
Planting	9	5	.9		.9	2.2

CHART 7 - 1990 PROGRAM FUNDING (CONTINUED)

Projects	Cost	Private	UCP	State	Local	Federal
<b>Signage</b>						
Arrival						
Directional	1.3		.13		1.17	
Interpretive	10		1		9	
Introduction Sign						
<b>Facade Program</b>						
Facade Improvements	100	50			50	
<b>Interpretation and Promotion</b>	20	5	4	2	9	
<b>Recreation</b>	15	3.5	3.75		7.75	
<b>Management Structure</b>						
UCP Administration	63.6	10	1		52.6	
Operations and Maintenance	40	2			38	
<b>TOTAL EXPENDITURE FOR 1990</b>	<b>807.9</b>	<b>79.4</b>	<b>64.98</b>	<b>9</b>	<b>365.72</b>	<b>288.8</b>

KINGSTON URBAN CULTURAL PARK

CHART 8 - 1991 PROGRAM FUNDING

All amounts are in thousands of dollars

Projects	Cost	Private	UCP	State	Local	Federal
<b>Land Use</b>						
Urban Renewal 8, 10, 11						
<b>Preservation</b>						
National Register Nomination						
<b>Public Facilities</b>						
Rondout 2 Lighthouse Kingston Point Park	150	2.5	15		30.5	102
West Strand Plaza Hasbrouck Park Block Park Island Dock Park Wilbur Ave. Park Cornell Park						
Parking Lots Rondout Visitors Center	66		6.6		29.7	29.7
<b>Circulation</b>						
Signalization						
<b>Landscape and Streetscape</b>						
Bluestone Walk	49		4.9		4.9	39.2
Brick Walk	49		4.9		4.9	39.2
Concrete Walk	49		4.9		4.9	39.2
Combine Paving	97		9.7		9.7	77.6
Benches/Trash Rec.	9	1.4	.9		.9	5.8
Street Lighting	70		.7		31.5	31.5
Planting	9	5	.9		.9	2.2

**CHART 8 - 1991 PROGRAM FUNDING (CONTINUED)**

<b>Projects</b>	<b>Cost</b>	<b>Private</b>	<b>UCP</b>	<b>State</b>	<b>Local</b>	<b>Federal</b>
<b>Signage</b>						
Arrival Directional Interpretive Introduction Sign	5		.5		4.5	
<b>Facade Program</b>						
Facade Improvements	100	50			50	
<b>Interpretation and Promotion</b>	20	6	4	2	8	
<b>Recreation</b>	15	3.5	3.75		7.75	
<b>Management Structure</b>						
UCP Administration	63.6	5	1.	5	52.6	
Operations and Maintenance	40	1			39	
<b>TOTAL EXPENDITURE FOR 1991</b>	<b>791.6</b>	<b>74.4</b>	<b>64.05</b>	<b>7</b>	<b>279.75</b>	<b>366.4</b>

KINGSTON URBAN CULTURAL PARK

CHART 9 - 1992 PROGRAM FUNDING

All amounts are in thousands of dollars

Projects	Cost	Private	UCP	State	Local	Federal
<b>Land Use</b>						
Urban Renewal 8, 10, 11						
<b>Preservation</b>						
National Register Nomination						
<b>Public Facilities</b>						
Rondout 2 Lighthouse Kingston Point Park	150	2.5	15		30.5	102
West Strand Plaza Hasbrouck Park	111		11.1		99.9	
Block Park Island Dock Park	100		10		45	45
Wilbur Ave. Park Cornell Park						
Parking Lots Rondout Visitors Center	66		6.6		29.7	29.7
<b>Circulation</b>						
Signalization						
<b>Landscape and Streetscape</b>						
Bluestone Walk	49		4.9		4.9	39.2
Brick Walk	49		4.9		4.9	39.2
Concrete Walk	49		4.9		4.9	39.2
Combine Paving	98		9.8		9.8	78.4
Benches/Trash Rec.	9	1.4	.9		.9	5.8
Street Lighting	70		7		31.5	31.5
Planting	9	5	.9		.9	2.2

CHART 9 - 1992 PROGRAM FUNDING (CONTINUED)

Projects	Cost	Private	UCP	State	Local	Federal
<b>Signage</b>						
Arrival						
Directional						
Interpretive	5		.5		4.5	
Introduction Sign						
<b>Facade Program</b>						
Facade						
Improvements	100	50			50	
<b>Interpretation and Promotion</b>						
	20	7	4	2	7	
<b>Recreation</b>						
	15	5	3.75		6.25	
<b>Management Structure</b>						
UCP Administration	63.6	10	1		52.6	
Operations and Maintenance	40	1			39	
<b>TOTAL EXPENDITURE FOR 1992</b>	<b>1,003.6</b>	<b>81.9</b>	<b>84.5</b>	<b>2</b>	<b>423</b>	<b>412.2</b>

**KINGSTON URBAN CULTURAL PARK**  
**CHART 10 - 1993 PROGRAM FUNDING**

All amounts are in thousands of dollars

Projects	Cost	Private	UCP	State	Local	Federal
<b>Land Use</b>						
Urban Renewal 8, 10, 11						
<b>Preservation</b>						
National Register Nomination						
<b>Public Facilities</b>						
Rondout 2 Lighthouse Kingston Point Park	150	2.5	15		30.5	102
West Strand Plaza Hasbrouck Park	111		11.1		99.9	
Block Park	109		10.9		49.05	49.05
Island Dock Park	380	301	38		38	3
Wilbur Ave. Park	50		5		45	
Cornell Park	100		10		10	80
Parking Lots	69		6.9		31.05	31.05
Rondout Visitors Center						
<b>Circulation</b>						
Signalization						
<b>Landscape and Streetscape</b>						
Bluestone Walk	49		4.9		4.9	39.2
Brick Walk	49		4.9		4.9	39.2
Concrete Walk	49		4.9		4.9	39.2
Combine Paving	98		9.8		9.8	78.4
Benches/Trash Rec.	10	1.6	1		1	6.4
Street Lighting	40		4		18	18
Planting	9	5	.9		.9	2.2

CHART 10 - 1993 PROGRAM FUNDING (CONTINUED)

Projects	Cost	Private	UCP	State	Local	Federal
<b>Signage</b>						
Arrival						
Directional						
Interpretive						
Introduction Sign						
<b>Facade Program</b>						
Facade Improvements	100	50			50	
<b>Interpretation and Promotion</b>	20	7	4	2	7	
<b>Recreation</b>	15	5	3.75		6.25	
<b>Management Structure</b>						
UCP Administration	63.6	7.5	1		55.1	
Operations and Maintenance	40	1			39	
<b>TOTAL EXPENDITURE FOR 1993</b>	<b>1,511.6</b>	<b>380.6</b>	<b>136.05</b>	<b>2</b>	<b>505.25</b>	<b>487.7</b>

## B. BENEFITS

The following section describes the benefits that can be expected to accrue from implementation of the Kingston Urban Cultural Park (UCP). The major benefits will be a result of the capital investment required as part of the development and revitalization of the UCP physical facilities, and the benefits associated with the visitor/tourist traffic the Park will generate.

### 1. TOURIST/RECREATION POTENTIAL

The best indicator of the tourist potential of the Kingston Urban Cultural Park is in the experience of other UCP's. Unfortunately, the UCP concept in New York has not been in existence long enough to provide much data on the tourist potential of Urban Cultural Parks.

The next best basis for comparison is other historic theme towns and historic sites. Table VII - 1 presents attendance data on locations selected for comparison.

TABLE VII - 1

<u>LOCATION/ SITE</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>AVERAGE ATTENDANCE 1980 - 1984</u>
Northeastern Historic Theme Towns:						
Genesee City Museum <sup>1</sup>	252,424	222,845	250,624	242,105	235,336	240,667
Lowell National Historical Park	274,149	321,762	401,022	437,999	596,304	406,247
Old Sturbridge Village	544,392	551,427	518,968	507,227	510,306	526,464
Plimoth Plantation & Mayflower II <sup>2</sup>	276,102	300,252	290,280	304,303	331,832	300,554
Catskill Historic Region Sites:						
Clermont State Park	115,000	147,000	102,000	108,000	130,000	120,400
Olana State Historic Site	183,000	157,000	125,000	122,000	182,000	153,800
Vanderbilt Mansion & FDR Home <sup>3</sup>	186,278	201,173	163,587	156,456	152,043	171,907

<sup>1</sup> Operates 28 weeks; figures shown are full-year equivalents.

<sup>2</sup> Attendance at Plimoth Plantation.

<sup>3</sup> Attendance at Vanderbilt Mansion.

The basis for selection of these sites as comparisons, and a brief description of each of the sites, can be found in the Appendix.

The table shows that in the Catskill region, attendance at the historic sites selected for comparison has averaged between 120,000 and 175,000 visitors annually. These figures are an indication of the UCP visitor potential that already exists within the region.

However, attendance at these historic sites has been built up over a period of time. Planners for the Kingston UCP should not expect to immediately achieve attendance levels approaching those attained by the more popular Catskill region attractions like Vanderbilt Mansion.

A previous study estimated an annual visitor level of 100,000 persons for the Kingston UCP. Given the current volume of annual tourist visits to the Senate House in Kingston (approximately 25,000) and the annual attendance achieved at surrounding Catskill region attractions, we consider an initial tourist potential estimate of 100,000 per year to be reasonable.

As the Kingston UCP becomes more widely known, attendance can be expected to increase. The magnitude of this increase is best estimated by examining the case of the Lowell National Historical Park. Of the sites selected for comparison, the Lowell National Historical Park represents the best comparison to the Kingston Urban Cultural Park. The Lowell facility is often cited by planners as the prototype of what the Urban Cultural Park concept in New York State should strive to achieve.

The first full year of operation for the Lowell National Historical Park was 1980. In that year, the park attracted almost 275,000 visitors. In 1984, the park attracted almost 600,000 visitors. Since 1980, the Lowell National Historical Park has shown a steady growth in attendance, increasing by an average 21.4 percent annually.

Utilizing the growth experience at Lowell, an attendance of 217,200 is projected for the fifth year of operation of the Kingston Urban Cultural Park. Growth beyond this point of time is difficult to estimate. Data from the comparison set of historic theme towns and historic sites indicates that at some point, visitor attendance at such attractions stabilizes.

A projected attendance of 217,200 at the Kingston UCP in five years is well within the range of attendance achieved by other northeastern theme towns. In fact, it appears that, given a sufficient period of time, an annual visitor attendance of 500,000 can be achieved at the Kingston UCP.

A word of caution is in order at this point. The sites selected for comparison are well-managed, extensively publicized attractions. The attendance projections developed above assume the Kingston UCP will be managed and publicized in a comparable way. Without appropriate management and publicity, the Kingston Urban Cultural Park cannot be expected to achieve its full visitor potential.

## 2. VISITOR SPENDING

The persons projected to visit the Kingston Urban Cultural Park will impact the local economy through their spending on food, lodging, admissions, entertainment and other retail goods and services. Such spending may generate a need for additional facilities, and most certainly will result in increased permanent employment.

The economic benefits of visitor spending will be felt throughout the Catskill and Ulster County area, but will be concentrated in the City of Kingston with its historic attractions and UCP elements.

### a. Patterns of Visitor Spending

The visitors to the Kingston UCP will consist of two types, day trip visitors and overnight visitors.

Day trip visitors are likely to be persons who live within a day's round-trip driving distance of the Kingston area. This area is estimated to be anywhere up to 150 miles, depending on traffic and road conditions. For the Kingston UCP, we estimate day trip visitors will account for 85% of total visitors. The spending pattern will be heavily concentrated in the City of Kingston and immediate vicinity.

Overnight visitors are estimated to account for 15% of all visitors to the Kingston UCP. Such visitors will consist of tourists staying in the hotels, motels and resorts of the Catskill region. Because these overnight travellers will visit other regional attractions, and stay at locations throughout the region, spending by these persons will be spread over the entire Catskill and Ulster County area.

Spending patterns for overnight and day trip visitors are shown in Table VII - 2.

In 1984, an overnight visitor spent an average of \$82.38 per day, while the day trip visitor spent \$32.43.

TABLE VII - 2

DAILY VISITOR EXPENDITURE PATTERNS  
(EXPENDITURE PER PERSON, PER DAY)

CATEGORY	OVERNIGHT VISITOR		DAY TRIP VISITOR	
	1978	1984	1978	1984
Lodging	\$18.99	\$35.23	\$ 0	\$ 0
Eating & Drinking	14.93	22.78	6.21	9.48
Amusement/ Recreation	1.66	2.44	1.09	1.60
Groceries/ Alcohol	1.56	2.19	3.53	5.12
Gasoline & Service	3.44	6.49	2.21	4.17
Merchandise	6.91	9.31	6.19	8.34
Miscellaneous	<u>1.96</u>	<u>3.94</u>	<u>1.96</u>	<u>3.72</u>
<b>TOTAL</b>	<b>\$49.45</b>	<b>\$82.38</b>	<b>\$21.19</b>	<b>\$32.43</b>

The figures reported for 1978 are from Travel and Tourism in Massachusetts, 1978: An Economic Analysis, by the University of Massachusetts at Amherst. The 1984 spending amounts were generated by applying the Appropriate Consumer Price Index component to the 1978 figure. A figure of \$ .90 was reported in the study as the per person, per day expenditure on lodging by day trip visitors. Discussions with tourism specialists in both the New York and Massachusetts Departments of Commerce familiar with the study indicate that such a number probably represents reporting error. For our purposes, therefore, the \$ .90 has been reclassified and included in the Merchandise category.

b. Annual Visitor Expenditure by Category

The annual projection of visitors to the Kingston Urban Cultural Park is 100,000 during the first year of operation, rising to 217,200 in the fifth year of operation.

As previously discussed, it is estimated that 85% of the visitors will be on day trips and the remaining 15% will be overnight travellers. Table VII - 3 shows the annual visitor distribution.

**TABLE VII - 3  
ANNUAL VISITOR DISTRIBUTION  
KINGSTON URBAN CULTURAL PARK**

	<u>First Year</u>	<u>Fifth Year</u>
Overnight	\$ 15,000	\$ 32,580
Day Trip	<u>85,000</u>	<u>184,620</u>
<b>TOTAL</b>	<b>\$100,000</b>	<b>\$217,200</b>

Table VII - 4 shows total visitor spending by expenditure category for both the first and fifth years of operation of the Kingston UCP.

**TABLE VII - 4  
VISITOR SPENDING BY CATEGORY**

<u>OVERNIGHT</u>	<u>PER PERSON PER DAY SPENDING</u>	<u>PER PERSON PER VISIT SPENDING<sup>1</sup></u>	<u>ANNUAL EXPENDITURES<sup>2</sup></u>	
			<u>1ST YEAR</u>	<u>5TH YEAR</u>
Lodging	\$ 35.23	\$113.30 <sup>3</sup>	\$ 1,699,500	\$ 3,691,314
Eating & Drinking	22.78	109.34	1,640,100	3,562,297
Amusements/ Recreation	2.44	11.71	175,650	381,512
Groceries/ Alcohol	2.19	10.51	157,650	342,416
Merchandise	9.31	31.15	467,250	1,014,867
Miscellaneous	<u>3.94</u>	<u>18.91</u>	<u>283,650</u>	<u>616,088</u>
<b>SUB-TOTAL</b>	<b>\$ 82.38</b>	<b>\$339.61</b>	<b>\$ 5,094,150</b>	<b>\$11,064,494</b>

DAY TRIP	PER PERSON PER DAY SPENDING	PER PERSON PER VISIT SPENDING <sup>1</sup>	ANNUAL EXPENDITURES <sup>2</sup>	
			1ST YEAR	5TH YEAR
Lodging	\$ 0		\$ 0	\$ 0
Eating & Drinking	9.48		805,800	1,750,198
Amusement/ Recreation	1.60		136,000	295,392
Groceries/ Alcohol	5.12		435,200	945,254
Gasoline & Service	4.17		354,450	769,865
Merchandise	8.34		708,900	1,539,731
Miscellaneous	<u>3.72</u>		<u>316,200</u>	<u>686,786</u>
SUB-TOTAL	\$32.43		\$ 2,756,550	\$ 5,987,226
<b>GRAND TOTAL</b>			<b>\$ 7,850,700</b>	<b>\$17,051,720</b>

<sup>1</sup> Assumes 4.8 average days per visit (New York State Department of Commerce, 1984 Travel Attitudes and Behavior Study)

<sup>2</sup> All expenditures are in 1984 dollars.

<sup>3</sup> Lodging adjusted by 33% to accommodate family and group rates.

### c. Day Trip Versus Overnight Visitor Spending

One of the primary benefits of tourism in any area is the impact such tourism has on the local economy. As tourists spend money in a region, new jobs are created. In addition to new jobs, the facilities and capital investment required to accommodate the visitors provide additional benefit.

We have estimated that in the first year of operation, approximately \$2,756,550 will be spent by day trip visitors to the Kingston Urban Cultural Park. Because of the nature of the visit, specifically a single-day event, it is likely that most day-trippers visiting the UCP will have come primarily because of the UCP. Therefore, we assume that all spending generated by day trip visitors to the Kingston UCP is a direct result of the UCP, and represents a real increment in spending for the local economy.

The same is not true of visitors to the UCP classified as overnight. The New York State Department of Commerce reports that the average length of stay of overnight visitors to upstate New York locations is 4.8 days. It is highly unlikely that the UCP will represent the sole or even primary purpose of such overnight trips. Data from previous studies suggests the average length of

stay at historic theme towns is between 3 and 6 hours. Given that this will hold true in the Kingston UCP case, overnight visitors to the region will obviously be participating in other activities.

It is not at all clear that spending generated by visitors to the UCP classified as overnight will represent an increment to the local economy. Such visitors may have planned to visit the Catskill/Ulster region independent of the existence of the Kingston UCP. Once in the area, they may have then decided to visit the UCP. In such cases, spending by overnight travellers to the region does not represent an increment to the local economy caused by the UCP, and is not properly included as an economic impact of the UCP. A proper economic impact analysis of overnight travelers who visit the UCP would require information on either the number of such visitors who would not have traveled to the Catskill/Ulster region in the absence of the UCP, or on the additional length of time such visitors stayed in the area because of the UCP.

Because of this, and because spending by the overnight visitor will likely not be concentrated in the immediate Kingston area, our analysis of the employment and facilities generated in the Kingston area as a direct result of tourist visits to the Kingston UCP will utilize only day trip visitor spending data.

For this reason, our estimates of the employment generated and the additional facilities required as a result of the Kingston UCP can be considered conservative. As the Kingston Urban Cultural Park develops as an attraction, some portion of the spending by overnight visitors will be more appropriately attributable to the existence of the UCP.

d. Impact of Visitor Spending

Table VII - 5 outlines the amount estimated to be spent in each category by day-trip visitors to the Kingston Urban Cultural Park. By the fifth year of operation, the UCP should be generating over \$5 million in visitor spending in Kingston and the immediate vicinity.

**TABLE VII - 5  
TOTAL ANNUAL DAY TRIP VISITOR SPENDING**

	<u>First Year</u>	<u>Fifth Year</u>
Lodging	\$ 0	\$ 0
Eating and Drinking	805,800	1,750,198
Amusements/Recreation	136,000	295,392
Groceries/Alcohol	435,200	945,254
Gasoline/Service	354,450	769,865
Merchandise	<u>708,900</u>	<u>1,539,731</u>
<b>TOTAL</b>	<b>\$2,440,350</b>	<b>\$5,300,440</b>

NOTE: The "Miscellaneous" category appearing in previous tables has been omitted from the economic impact analysis. It represents intra-urban transportation costs, and for purposes of the Kingston UCP, is considered irrelevant.

The benefits of increased visitor spending include additional employment, investment in required facilities, and increased government tax collections. The data presented in this table will be used as the basis for projecting these additional benefits that will result from the Kingston UCP.

Ulster County imposes a county sales tax in the amount of 3% on lodging, food and retail sales. Based on initial year visitor spending of over \$2.4 million, we estimate Ulster County will collect \$73,211 in additional sales tax during the first year of UCP operation. By year five, additional annual sales tax collections will have grown to \$159,013, based on visitor spending of \$5.3 million.

The permanent jobs generated by visitor spending will be primarily in the food and merchandise areas. Table VII - 6 illustrates the amount of consumer expenditure it takes to support one employee in Ulster County in the various spending categories. Combines with the data on expected annual visitor spending generated by the UCP in each category, and adjusting for price differences between 1982 and 1984, the number of jobs generated by day trip visitors to the UCP can be calculated. This information is provided in Table VII - 7.

We estimate that in the first year of operation, day-trip visits to the UCP will create 59 jobs. By the fifth year of operation, we expect the UCP to have created a total of 127 permanent jobs.

**TABLE VII - 6**  
**RECEIPTS-GENERATED EMPLOYMENT BY INDUSTRY**  
**IN ULSTER COUNTY, 1982**

	<u>Receipts (sales)</u> <u>(\$ millions)</u>	<u>Employment</u>	<u>Expenditure</u> <u>Per Employee</u>
Lodging	52.2	1,499	\$34,798
Eating & Drinking	60.6	2,725	22,228
Amusement/ Recreation	2.8	136	20,221
Groceries/Alcohol	178.9	1,772	100,975
Gasoline & Service	61.0	459	132,922
Merchandise	18.4	344	53,532

Source: U.S. Department of Commerce, Bureau of Census; 1982 Economic Census

**TABLE VII - 7**  
**KINGSTON URBAN CULTURAL PARK**  
**DAY TRIP VISITOR-GENERATED EMPLOYMENT**

<u>Category</u>	<u>First Year</u>	<u>Fifth Year</u>
Lodging	--	--
Eating & Drinking	33	72
Amusement/Recreation	6	13
Groceries/Alcohol	4	9
Gasoline & Service	3	6
Merchandise	<u>13</u>	<u>27</u>
<b>TOTAL EMPLOYMENT</b>	<b>59</b>	<b>127</b>

**3. INVESTMENT POTENTIAL FROM TOURIST VISITS TO THE KINGSTON URBAN CULTURAL PARK**

**a. Hotel/Motel**

No additional hotel or motel facilities are projected to be required as a result of the Kingston Urban Cultural Park.

b. Restaurants

The restaurant facilities which will be needed to service the day trip visitors to the Kingston Urban Cultural Park can be projected based on the spending estimated for eating and drinking.

There will be a demand for both fast food and full-menu, sit-down restaurants. A previous study allocated 70% of food spending to fast food restaurants. Based on data indicating the average length of stay in historic theme towns is between 3 and 6 hours, we consider a 70% sales allocation to fast food as reasonable.

Table VII - 8 shows the projections for the number of restaurant establishments UCP day trip visitor spending can support. It is important to recognize that this represents a potential level of support of new establishments. It is possible that the number of required facilities is something less than that projected in the table. Such would be the case were the restaurant facilities currently in existence in Kingston operating at significantly less than capacity.

The data from Table VII - 8 suggests day trip visitors to the Kingston UCP will create an immediate demand for two fast food establishments and one full-menu, sit-down restaurant. Within five years, UCP day-trip visitor spending will create a demand for a total of five fast food establishments and two full-menu, sit-down restaurants.

**TABLE VII - 8  
RESTAURANT FACILITIES NEEDED  
(1984 DOLLARS)**

	<u>First Year</u>		<u>Fifth Year</u>	
Food & Beverage Spending	\$ 805,800		\$1,750,198	
Restaurant Type/ Spending Distribution	<b>Fast Food</b> (70%)	<b>Sit-Down</b> (30%)	<b>Fast Food</b> (70%)	<b>Sit-Down</b> (30%)
Food & Drink Sales	\$564,060	\$241,740	\$1,225,139	\$525,059
Number of Seats <sup>1</sup>	83	51	180	111
Number of Establishments <sup>2</sup>	2.38	1.02	5.17	2.22
Investment <sup>3</sup>	\$222,025	\$109,038	\$ 481,500	\$237,318

<sup>1</sup> \$5,932 Median Sales/Seat/Year in 1981 for fast food establishments. \$4,140 Median Sales/Seat/Year in 1981 for full-menu, sit-down restaurants. Both figures adjusted to reflect 1984 price levels. Source: National Restaurant Association.

<sup>2</sup> \$217,881 Sales/Year per establishment in Ulster County in 1982, adjusted to reflect 1984 price levels. Source: U.S. Department of Commerce.

<sup>3</sup> \$2,571 Investment/Seat in 1981 for fast food establishments. \$2,055 Investment/Seat in 1981 for full-menu, sit-down restaurants. Both figures adjusted to reflect 1984 price levels. Source: Lavanthal & Horwath.

It is estimated that by the fifth year of operation, over \$700,000 in restaurant investment will have resulted from the operation of the UCP.

c. Retail Stores

An additional market demand created by projected visitors to the Kingston UCP will be the need for retail stores. Visitor spending which will generate an increased demand for retail goods include the Amusement/Recreation, Groceries/Alcohol, and Merchandise categories.

Table VII - 9 shows the projections of the number of square feet of retail rental space UCP day trip visitor spending can support.

A projected retail spending of \$1.28 million in the initial year of UCP operation will support 7,376 square feet of retail space. By the fifth year of operation, UCP visitor spending will support 16,022 square feet of retail space.

It is estimated that by the fifth year of operation, over \$1 million in retail investment will have taken place as a direct result of the UCP.

**TABLE VII - 9  
RETAIL FACILITIES NEEDED**

	<u>First Year Spending</u>	<u>Fifth Year Spending</u>
Amusement/Recreation	\$ 136,000	\$ 295,392
Groceries/Alcohol	435,200	945,254
Merchandise	<u>708,900</u>	<u>1,539,731</u>
TOTAL RETAIL	\$ 1,280,100	\$ 2,780,377
Number of Square Feet Required <sup>1</sup>	7,376	16,022
Investment <sup>2</sup>	\$ 506,510	\$ 1,100,231

<sup>1</sup> Based on \$173.54 median sales per square foot of gross leasable area. Source: Dollars and Cents of Shopping Center, 1984, Urban Land Institute.

<sup>2</sup> Based on capital cost of \$45.25/square foot in 1978, adjusted to reflect 1984 prices. Source: Urban Land Institute.

#### 4. BENEFITS OF URBAN CULTURAL PARK-GENERATED INVESTMENTS

Previous sections of this report have dealt with measuring increases in employment and capital base that will result from day trip tourists to the Kingston UCP. In addition to these permanent benefits, the Kingston area can expect to experience some temporary benefits as a result of the establishment of the UCP.

Construction and investment associated with the building of the projected restaurant and retail facilities will generate jobs and increase local earnings. Similar benefits will result from the expenditures that will be made on the development and revitalization of UCP facilities.

This section will present estimates of the changes in gross output, earnings and employment resulting from capital expenditures made as a result of implementation of the Kingston UCP. In general, these estimates involve the use of multiplier relationships, a multiplier simply being the ratio between an initial expenditure and some increase in economic activity.

Multiplier effects are generally categorized as direct, indirect and induced. Using construction as an example, the increased employment and expenditures on construction projects would be the direct effects of construction activity. Indirect effects would be the increased demand for output of industries supplying the construction industry. The increased earnings of persons employed in the construction industry and secondary industries will result in expenditures for outputs of many industries. This is known as induced effects.

Regional multipliers are normally lower than national multipliers because of the greater possibility of leakages or expenditures across the boundaries of regions. In addition, it is possible that full multiplier relationships will not be reflected in increased output if there is minimal idle capacity in the industries impacted by the multiplier effects. In such cases, higher prices may be the final result.

However, with 20% of industrial capacity idle nationwide and unemployment in Ulster County at approximately 6%, virtually all multiplier effects will be realized through increased real output.

##### a. Gross Output and Income Changes

Regional industry-specific gross output multipliers have been computed by the Bureau of Economic Analysis of the U.S. Department of Commerce. They measure the total changes in output in a region--direct, indirect, and induced--resulting from initial increases in expenditures in a given industry.

Using a construction industry multiplier, the total output changes resulting from the increased investment in restaurant and retail facilities can be calculated. The results of this analysis are shown in Table VII - 10.

The projected investment of \$1,100,231 on retail facilities and \$718,818 on restaurant facilities during the first five years of UCP operation will result in a total increase in expenditures of \$6,441,253 within the Kingston region.

Table VII - 10 also estimates the increment in earnings of Kingston area residents resulting from economic activity associated with retail and restaurant investment. For the entire five year period, the estimated increment in earnings is \$1,861,522.

TABLE VII - 10

GROSS OUTPUT AND EARNINGS CHANGES  
RESULTING FROM INVESTMENT IN  
RETAIL AND RESTAURANT FACILITIES  
(UCP YEARS 1 THROUGH 5)

	Projected Investment	Gross Output Multiplier <sup>1</sup>	Total Change in Gross Output	Earnings/Gross Output Ratio <sup>2</sup>	Total Change in Earnings
Retail	\$1,100,231	3.541	\$3,895,918	.289	\$1,125,920
Restaurant	\$ 718,818	3.541	\$2,545,335	.289	\$ 735,602
<b>TOTAL</b>	<b>\$1,819,049</b>		<b>\$6,441,253</b>		<b>\$1,861,522</b>

- Source: <sup>1</sup> Weighted average of multipliers for construction industry in Albany/Schenectady/Troy and New York metropolitan areas. Weights are average share of individual area employment relative to total for construction industry. Multipliers are published in U.S. Bureau of Economic Analysis, Industry Specific Gross Output Multipliers for BEA Economic Areas, 1977.
- <sup>2</sup> Earnings/gross output ratio from BEA.

The same type of analysis can be applied to development and revitalization expenditures to be made on UCP facilities. The results of this analysis are shown in Table VII - 11. The expenditures included are those expenditures from the UCP development/revitalization program identified (in Section VII - A, Investments) as being primarily construction in nature.

For the total eight-year period, development and revitalization expenditures of \$6.5 million are projected to result in a total increase of almost \$23 million within the Kingston region. The increment in earnings of Kingston area residents as a result of these expenditures is projected to be over \$6.6 million within the Kingston region.

b. Employment Effects

Another temporary impact on the Kingston region of increased investment and construction resulting from the UCP, is the increase in employment resulting from such expenditures. The

methodology used to estimate the employment impact involves the use of employment multipliers rather than gross output multipliers.

**TABLE VII - 11**  
**GROSS OUTPUT AND EARNINGS CHANGES RESULTING FROM THE ECONOMIC DEVELOPMENT AND REVITALIZATION PROGRAM (1985 DOLLARS)**

	<u>Projected Expenditures</u>	<u>Gross Output Multiplier<sup>1</sup></u>	<u>Total Change in Gross Output</u>	<u>Earnings/Gross Output Ratio<sup>2</sup></u>	<u>Total Change in Earnings</u>
Year 1	\$ 241.3	3.541	\$ 854.4	.289	\$ 246.9
Year 2	1,038.6	3.541	3,677.7	.289	1,062.9
Year 3	1,055.0	3.541	3,735.8	.289	1,079.6
Year 4	585.0	3.541	2,071.5	.289	598.7
Year 5	669.3	3.541	2,370.0	.289	684.9
Year 6	653.0	3.541	2,312.3	.289	668.3
Year 7	865.0	3.541	3,063.0	.289	885.2
Year 8	1,373	3.541	4,861.8	.289	1,405.1
<b>TOTAL</b>	<b>\$ 6,480.2</b>		<b>\$ 22,946.5</b>		<b>\$ 6,631.6</b>

Source: <sup>1</sup> Weighted average of multipliers for construction industry in Albany/Schenectady/Troy and New York metropolitan areas. Weights are average share of individual area employment relative to total for construction industry. Multipliers are published in U.S. Bureau of Economic Analysis, Industry Specific Gross Output Multipliers for BEA Economic Areas, 1977.

<sup>2</sup> Earnings/gross output ratio from BEA.

Estimates for the employment generated from the investment in retail and restaurant facilities are shown in Table VII - 12. The table shows that a combined investment of \$1,819,049 on retail and restaurant facilities during the first five years of UCP operation is projected to result in an increase in employment of approximately 17 jobs per year.

The employment effects of expenditures for development and revitalization of UCP facilities are shown in Table VII - 13. The development and revitalization of the UCP will generate an average of 38 jobs annually in the Kingston area.

TABLE VII - 12  
EMPLOYMENT CHANGES RESULTING FROM  
INVESTMENT IN RETAIL AND RESTAURANT FACILITIES

Sector	Jobs Per \$1 Million of Construction Outlays <sup>1</sup>	Total Kingston Area Jobs <sup>2</sup>	Annual Average Kingston Jobs
<u>Direct:</u>			
Construction	9.4	17.1	3.4
<u>Indirect:</u>			
Manufacturing	5.5	10.0	2.0
Trade, Transportation & Service	3.7	6.7	1.3
All Other	1.2	2.2	0.4
<u>Induced:</u>	27.3	49.7	9.9
<b>TOTAL</b>	<b>47.1</b>	<b>85.7</b>	<b>17.1</b>

<sup>1</sup> Direct and Indirect jobs per million dollars of construction outlays are based on data for 1980 and adjusted for price changes between 1980 and 1985 using the Investment component of the GNP implicit price deflator. See Robert Ball, "Employment Created by Construction Expenditures," Monthly Labor Review, December 1981. Induced jobs are assumed to be 58% of total jobs created. See Roger S. Vaughn, Inflation and Unemployment: Surviving the 1980's.

<sup>2</sup> Kingston area jobs assume an investment over five years of \$1,819,049.

TABLE VII - 13  
EMPLOYMENT CHANGES RESULTING FROM DEVELOPMENT AND REVITALIZATION PROGRAM

	<u>Direct</u>	<u>Indirect</u>			Induced	TOTAL
	Construction	Mfg.	Trade & Transp.	Other		
Year 1	2.3	1.3	0.9	0.3	6.6	11.4
Year 2	9.8	5.7	3.8	1.2	28.4	48.1
Year 3	9.9	5.8	3.9	1.3	28.8	49.7
Year 4	5.5	3.2	2.2	0.7	16.0	27.6
Year 5	6.3	3.7	2.5	0.8	18.3	31.5
Year 6	6.1	3.6	2.4	0.8	17.8	30.8
Year 7	8.1	4.8	3.2	1.0	23.6	40.7
Year 8	12.9	7.6	5.1	1.6	37.5	64.7
<b>TOTAL</b>	<b>60.9</b>	<b>35.6</b>	<b>24.0</b>	<b>7.8</b>	<b>176.9</b>	<b>305.2</b>

ANNUAL AVERAGE	7.6	4.5	3.0	1.0	22.1	38.2
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Note: Direct and Indirect jobs are based on ratios between construction expenditures and direct and indirect jobs created. Induced jobs are assumed to be 58% of total jobs created. See Roger S. Vaughn, Inflation and Unemployment: Surviving the 1980's.

Annual construction expenses have been excerpted from the UCP development/revitalization program schedule of expenses identified in Section VII - A, Investments.

## 5. FISCAL IMPACT OF THE UCP PROGRAM

Development of the Kingston UCP will result in increased sales and property tax collections.

Earlier, we estimated that by the fifth year of UCP operation, day trip visitor spending would be generating an additional \$159,013 annually in sales tax collections for Ulster County. In addition, there are two other major sources of increased sales tax collections that can be identified.

Sales tax will be collected on the sale of construction materials used in the various construction projects associated with the UCP. In the December 1981 Monthly Labor Review article by Robert Ball entitled "Employment Created by Construction Expenditures," Ball estimates that materials account for 44.2% of construction costs. Based on an estimated construction investment in retail and restaurant facilities of \$1.8 million (over 5 years) and construction expenditures for UCP development and revitalization of \$6.5 million (over eight years), we estimate additional sales tax collections of \$110,048. This assumes a county tax rate of 3% and is a cumulative 8-year figure.

Sales tax will also be collected on the expenditures resulting from increased earnings. Based on the US. Bureau of Labor Statistics report entitled Consumer Expenditure Survey, 1972-73, we have computed that taxable consumption expenditures are 43.9% of earnings. Based on increased earnings of \$1.9 million (over 5 years) from investment in retail and restaurant facilities and increased earnings of \$6.6 million (over 8 years) from UCP development and revitalization programs, we estimate additional sales tax collections of \$111,854. Once again, this assumes a county tax rate of 3% and is a cumulative 8-year figure.

Two points need to be kept in mind regarding sales tax collections resulting from the sale of construction materials or increased consumption expenditures. First, there is no way of determining the geographic distribution of the increased collections. While Ulster County should benefit from a large share of the increased revenues, some of the surrounding counties are also likely to benefit. Second, once construction activity generated as a result of the UCP is com-

pleted, these increased collections will stop. Unlike the revenues generated from increased tourist visits, sales tax revenues associated with construction activity are temporary.

However, permanent fiscal benefits will result from the projected investment in retail and restaurant facilities. The investment in such facilities will result in an increase in Kingston's real property tax base. Assuming that the increase in full value property will be equal to the projected retail and restaurant investment plus indirect costs of 20%, we estimate increased annual property tax collections of \$40,000 for the City and \$42,000 for the City school district. This is based on a fiscal year 1984-85 equalization rate of .1499, a City tax rate of \$124.24 per thousand and City school district tax rate of \$128.46.

The expenditures for the development and revitalization of UCP facilities will not yield a property tax benefit because the properties involved will all be tax-exempt.

## 6. OTHER BENEFITS

### a. Neighborhood and Community Benefits

In addition to the investment and employment benefits described previously, creation of the Kingston Urban Cultural Park should yield certain neighborhood and community benefits.

The economic development and revitalization program associated with the UCP, combined with the improved economic base resulting from increased tourism, should create an increased interest in Kingston as a place to live and do business.

A movement back to urban areas undergoing rehabilitation has been demonstrated repeatedly in recent years. Renewed interest in an area can result in the occupancy of formerly vacant units, the rehabilitation of existing structures, and even new residential construction.

As interest in the area undergoing renewal grows, business is attracted to take advantage of the increased demand of residents.

With the movement of people and business to an area, property values begin to rise. As property values increase, this in turn attracts even greater interest in the area as a place to live and do business.

To attempt to quantify the magnitude of these benefits, however, is not appropriate. The overall impact of the UCP on the residential and business character of the community is interdependent with other factors.

For the UCP to generate beneficial neighborhood and community effects, a complementary policy toward urban revitalization on the part of City officials is necessary. For example, the poten-

tial for neighborhood and community benefit would likely be destroyed by the imposition of a massive property tax increase coinciding with the establishment of the UCP.

An example of the benefits that can accrue from public and private cooperation is found in the experience of Lowell, Massachusetts. Over the last dozen years, the cooperation and collaboration between the public and private sectors has resulted in the following developments:

1. The Federal government has contributed over \$30 million for the development of the Lowell National Historical Park.
2. The Lowell Historic Preservation Commission (Federal agency within the Department of the Interior) has invested nearly \$2 million in building rehabilitation assistance, and \$7 million in other renovations.
3. Urban Development Action Grants (Federal) totaling \$14 million have been secured and invested in a new hotel, downtown office space, housing and parking.
4. Lowell Heritage Park (State) and other state agencies have combined to provide nearly \$20 million for the development of recreational and interpretive sites, renovation of the Lowell Memorial Auditorium, and construction of a parking garage.
5. Massachusetts Industrial Finance Agency (State) has provided the mechanism through which over \$40 million in Industrial Revenue Bonds have been invested in industrial expansion and commercial revitalization projects.
6. A non-profit consortium of local financial institutions, the Lowell Development and Financial Corporation, has contributed \$2.6 million in low-interest loans for building rehabilitation and industrial expansion activities.
7. The City of Lowell has secured nearly \$9 million in General Obligation Bonds for major public and private developments.
8. The public and private sector have made a joint commitment of over \$58 million for rehabilitation of Wannalancit Mills for industrial use and office space, the construction of the Lowell Hilton Inn, the Wang Corporate Training Center, and the Smith Lot Parking Garage.
9. Representatives of the private sector have joined together in the Lowell Plan to raise nearly \$1 million in private funds which have been contributed to a variety of development and planning activities.

Together, these efforts have resulted in \$323 million in new construction and rehabilitation since 1974 and a drop in the unemployment rate from 12.6% in 1975 to less than 4% in 1984.

Forces beyond the City's control can impact the magnitude of the UCP's beneficial impacts. A major change in the local employment practices of IBM, National Micronetics or Ferrox Cube would have far more impact on local conditions than the establishment of the UCP. In this regard, the future appears promising. A representative from the Ulster County Board of Realtors indicates that the demand for residential housing in Kingston and Ulster County is expected to be very great in the near future. A number of high technology firms, IBM in particular, are moving an increasing number of employees to the area.

Despite being unable to quantitatively measure the neighborhood benefits expected to result from the UCP, a number of observations can be made.

First, the potential exists for increased rehabilitation and construction activity in the Kingston UCP area. A recent survey of vacant and under-utilized property in the area indicates there are over 100 such properties. Most are in good condition, and most have potential residential or commercial uses. As noted previously, the outlook in Kingston and the entire Ulster County region is for an increased demand for housing.

Second, the UCP will serve to make rehabilitation and development of existing vacant and under-utilized properties more attractive.

Third, a cooperative effort on the part of public (federal, state and local) and private interests is necessary to achieve the maximum benefit. The potential for benefit is indeed great. The Lowell experience indicates that every public dollar invested in rehabilitation has generated an additional fourteen dollars in private sector investment. If this same ratio were achieved in the Kingston case, the UCP capital investment of \$6.5 million would generate over \$90 million in private investment. Much of that investment would no doubt be in the form of residential and commercial rehabilitations.

The 14:1 ratio is also important when considering additional public investment. Public leaders at all levels of government need to recognize the enormous unlocking potential the spending of public monies can have on private investment decisions.

b. Overnight Visitors

Up to this point, the analysis of the economic and permanent employment benefits resulting from the UCP have been based entirely on day trip visitor spending.

As previously discussed, most visitors to the UCP classified as overnight were probably going to visit the Catskill/Ulster region independent of the existence of the UCP. Therefore, spending in the region by these visitors is not properly included as an economic benefit resulting from the UCP.

However, as the UCP becomes more widely known and establishes a reputation as an attractive tourist destination, some portion of spending by visitors to the UCP classified as overnight can be attributed as a benefit resulting from the UCP.

To do this at this time is not possible. Such a procedure would require detailed information from overnight visitors on such topics as whether the Catskill/Utster region would have been an overnight destination in the absence of the UCP; whether the length of stay in the region has been influenced by the existence of the UCP; and the spending that takes place as a result of the UCP in contrast to the total spending that takes place while the visitor is in the region.

While the economics of spending by overnight visitors to the region as a result of the UCP cannot currently be measured, they should be considered as being an increment to the benefits generated by day-trip visitors. In this context, the employment, investment and tax benefits generated by day-trip visitors represent a conservative estimate of the economic benefits expected to accrue from the establishment of the Kingston Urban Cultural Park.

## APPENDIX

The historic theme towns and historic sites selected for comparison with the Kingston Urban Cultural Park were done so on the basis of several factors.

The historic theme towns are all located in New York or New England; are in close proximity to major population centers; are located with access to major interstate, U.S. or State routes; and are part of or located near major tourist destinations. In addition, they all offer tourist and recreation opportunities similar to those planned for the Kingston Urban Cultural Park.

The historic sites selected are all located in close proximity to the Kingston Urban Cultural Park site and represent alternative and/or complementary visitor and tourist destinations in and around the Catskill region.

### GENESEE COUNTY MUSEUM

The Genesee County Museum is located in Mumford, New York. Located within a one-hour drive of Rochester and a two-hour drive of Buffalo, Mumford is centrally located between the Lake Ontario, Finger Lakes and Niagara Frontier regions. Major access routes are the New York State Thruway (I-87) and U.S. Route 20 for east-west travelers and Interstate 390 for north-south travelers.

The Museum encompasses 125 acres on which more than fifty farm and village structures recreate life in the early to mid-1800's. The buildings are authentic restorations, having been moved to Mumford from various upstate New York locations. Costumed villagers provide commentary and demonstrate open-hearth cooking, quilting, spinning and weaving. Tours of the grounds are available, with working operations of a printshop, tinsmith, pottery and blacksmith shop.

### LOWELL NATIONAL HISTORIC PARK

Lowell National Historic Park is located in Lowell, Massachusetts. Located within a one-hour drive of Boston, Worcester and Manchester (New Hampshire) and a two-hour drive of Providence (Rhode Island), Lowell is in close proximity to the Boston, Southern New Hampshire and Northern Massachusetts coastline regions. Major access routes are the Massachusetts Turnpike (I-90) for east-west travelers and Interstates 495, 95 and 93 for north-south travelers.

Lowell National Historic Park commemorates Lowell's pioneering role in the American industrial revolution. The rise and fall of the industry, the effects of immigrants and the rebirth of the City are depicted in the mill complexes, operating gatehouses, worker houses and a 5-1/2 mile canal system. Tours of historic Lowell, the mills and the canal system are available. A visitor center and interactive exhibits, as well as rides on barge and trolley systems, are also featured.

### OLD STURBRIDGE VILLAGE

Old Sturbridge Village is located in Sturbridge, Massachusetts. Located within a one-hour drive of Springfield, Worcester and Hartford (Connecticut) and a two-hour drive of Boston, Providence (Rhode Island), New London (Connecticut) and New Haven (Connecticut), Sturbridge is located at the center of Southern New England and is an attractive day trip destination. Major access routes are the Massachusetts Turnpike (I-90) and U.S. Route 20 for east-west travelers and Interstates 84 and 395 for north-south travelers.

Old Sturbridge Village is a re-created New England farming village of the 1790-1840 period. Over 40 original structures have been moved to Sturbridge from various New England locations. Physical facilities include a meeting-house, general store, mill complex and working farm. Seasonal exhibits display early New England lighting devices, textiles, glass and militia equipment. Throughout the village, costumed interpreters demonstrate the activities of early 19th-century New Englanders, and a horsedrawn vehicle provides the only form of transportation.

### PLIMOTH PLANTATION AND MAYFLOWER II

The Plimoth Plantation and Mayflower II are located in Plymouth, Massachusetts. Located within a one-hour drive of Boston and Providence (Rhode Island), and a two-hour drive of Worcester and Newport (Rhode Island), Plymouth is in close proximity to the Boston, Cape Cod and Southern Massachusetts Coastline regions. Major access routes are U.S. Route 44 and Interstate 195 for east-west travelers and Interstate 495, U.S. Route 6 and State Route 3 for north-south travelers.

Plimoth Plantation is a living museum of 17th-century Plymouth. Seasonal activities include planting, housebuilding, harvesting, preparing and processing foods and militia drills. Costumed interpreters portray residents of the colony and neighboring Indians.

The Mayflower II is a reproduction of the kind of ship that brought the Pilgrims to the New World. Costumed guides portray passengers and crew and describe life aboard the ship.

### CLERMONT STATE HISTORIC PARK

Clermont State Historic Park is located in Germantown, New York. Located within a one-hour drive of the Albany/Schenectady/Troy area and a two-hour drive of New York City, Germantown is centrally located between the Capital District, Catskill and Berkshire regions. Major access routes are the New York State Thruway (I-87) and U.S. Route 9.

Clermont State Historic Park includes the estate of Chancellor Robert R. Livingston, delegate to the second Continental Congress and a member of the committee to draft the Declaration of Independence. The mansion is furnished with antiques spanning more than 200 years of Livingston family occupancy. Guided tours of the mansion are available. The grounds contain self-guiding history and nature trails.

### OLANA STATE HISTORIC SITE

Olana State Historic Site is located in Hudson, New York. Located within a one-hour drive of the Albany/Schenectady/Troy area and a two-hour drive of New York City, Hudson is centrally located between the Capital District, Catskill and Berkshire regions. Major access routes are the New York State Thruway (I-87) and U.S. Route 9.

Olana State Historic Site was the Victorian estate home of Frederick Edwin Church, painter of the Hudson River School. The mansion, built between 1870 and 1874, commands a spectacular view of the Hudson River Valley and the Catskill Mountains. Recreational activities include self-guiding nature trails, cross-country skiing, ice skating and picnicking. Concerts and special events are also featured.

### VANDERBILT MANSION AND FRANKLIN D. ROOSEVELT HOME

Vanderbilt Mansion and the Franklin D. Roosevelt Home are located in Hyde Park, New York. Located within a two-hour drive of the Albany/Schenectady-Troy area and New York City, Hyde Park is centrally located between the Capital District, New York City and Catskill regions. Major access routes include the New York State Thruway (I-87), U.S. Route 9 and U.S. Route 44.

Vanderbilt Mansion National Historic Site preserves the estate of Frederick W. Vanderbilt, grandson of Cornelius Vanderbilt. The 54-room 3-story mansion, completed in 1898 at a cost of \$660,000, is furnished in original pieces of French and Italian inspiration. The grounds afford a fine view of the Hudson River. The visitor center is in a two-story building called the Pavilion that was used as the house while construction of the mansion was in progress.

The Home of Franklin D. Roosevelt National Historic Site consists of more than 187 acres and includes the home and graves of President Roosevelt and his wife, Eleanor. The house, built about 1826, was remodeled to its present appearance about 1915. The estate includes a stable/garage, coachhouse, icehouses and walking trail.

## KINGSTON URBAN CULTURAL PARK

### VIII. PARK MANAGEMENT ORGANIZATIONAL STRUCTURE

#### A. INTRODUCTION

Kingston's Urban Cultural Park is one of 15 Urban Cultural Parks which, together, make up a statewide system. Unlike the State's network of more traditional, recreation-oriented parks, the Urban Cultural Parks are managed at the local level by participating municipalities or management entities created by them for this purpose. The State, however, does retain certain authority and prerogatives regarding how local management functions. Therefore, in practical terms, the administration of Kingston's Urban Cultural Park will be a joint venture of State and local government.

This shared management arrangement is further complicated by the fact that Ulster County and the Federal Government will also play significant roles in the park's development and operation. Finally, while the City of Kingston will have final responsibility for managing the park at the local level, additional administrative mechanisms including a permanent Urban Cultural Park Commission will be created to perform and/or coordinate a range of park management functions on a day-to-day basis.

In order to place the role of the Urban Cultural Park Commission in context, the roles of all participating levels of government will first be described. This explanation will be followed by a more detailed discussion of the Commission and its functions. This section of the Urban Cultural Park Management Plan also includes explanations of how Urban Cultural Park management organizations will relate to other agencies and organizations and to the private sector.

#### B. GOVERNMENT ROLES

The following subsection of the management plan describes the roles of State, City, County, and Federal governments in developing and managing Kingston's Urban Cultural Park and the Urban Cultural Park system.

##### 1. STATE GOVERNMENT

The statewide Urban Cultural Park system is a creation of the New York State Legislature. In 1977 the legislature directed the Office of Parks and Recreation to design and create the system.

In response to this directive, the Office of Parks and Recreation launched a major research effort which, after successive stages of selection, screening, feasibility study, and planning by local communities resulted in the designation of 14 Urban Cultural Parks across the state.

The Office of Parks, Recreation, and Historic Preservation (formerly OPR) has been charged by the legislature to administer the statewide Urban Cultural Park system, to dispense funding and technical assistance to designated communities, and to work with these communities to develop their respective Urban Cultural Parks and the system as a whole.

The Office of Parks, Recreation, and Historic Preservation will also review management plans prepared and submitted by individual Urban Cultural Park communities as a requirement for retaining their designation as Urban Cultural Parks.

Other state agencies including the Departments of Commerce and Education play a supportive role in the program, advising the Office of Parks, Recreation, and Historic Preservation on issues in their areas of responsibility and supporting local efforts through their local offices or affiliates.

As individual management plans are implemented and the Urban Cultural Park system begins to take shape, it will become increasingly important for the State to exercise a leadership role.

In order for localities to succeed in building their own parks, it will be necessary for them to involve elected officials, businessmen, educators, and other individuals and groups. These participants will need to be people with ideas, initiative, commitment to the program and their community, and the ability to get things done.

Aggressive local leadership, public-private partnership and the major role played by local government in developing and administering Urban Cultural Parks are all necessary ingredients to getting the job done. Yet, ironically, these same ingredients may pose difficulties in creating an Urban Cultural Park system (rather than a collection of parks which happen to be called by the same general name). Constructive, resourceful, and credible leadership at the State level will be necessary to balance local initiative and individualism with the need to maintain an adequate amount of uniformity and commonality among all the parks in the system.

While the Legislature, Governor's Office and a number of State departments will make major contributions to the Urban Cultural Park effort, the Office of Parks, Recreation and Historic Preservation (OPRHP) will provide this leadership on a day-to-day basis. To accomplish this, OPRHP will need to be able to offer Urban Cultural Park communities a range of services and incentives.

Among the most important of these are the following:

a. Funding

OPRHP will make grants available to Urban Cultural Park communities on a matching basis for public improvements, interpretive programs, and economic development activities associated with the Urban Cultural Park.

In addition to making earmarked money available, OPRHP should give Urban Cultural Park communities preference in the allocation of the State and State administered federal funds. OPRHP should also seek to have other State agencies including the Departments of State, Commerce, and Education and the NYS Council on the Arts create funding opportunities for Urban Cultural Park communities.

b. Promotion and Marketing

OPRHP will promote and market the Urban Cultural Park system through its normal publications and public relations efforts. In addition, OPRHP should take the initiative to procure special treatment for Urban Cultural Parks in other state sponsored promotional efforts including the Department of Commerce's business and tourism campaigns.

OPRHP should also assist Urban Cultural Park communities in mounting their own promotional campaigns by providing them with training and technical assistance. These services could be provided, in part, by agency staff, staff from other departments, and consulting services.

c. Signage

While related to promotion and marketing, signage is an important enough component of the Urban Cultural Park program to warrant special mention. OPRHP is in the process of developing a system of signage and signage guidelines for use throughout the system. This is a critical element in creating a system image. In addition, OPRHP has offered to produce photo-metal interpretive signs for individual communities at cost. This is a valuable service which will allow Urban Cultural Park communities to install high-quality, interpretive elements at limited cost.

d. Technical Assistance

In addition to the areas of promotion and marketing, OPRHP should continue to provide local Urban Cultural Park communities with advice and technical assistance in the broad range of areas related to the successful development of their parks. Examples of these areas include maintenance and operations and historic preservation and recreation. This assistance should be provided, in part, through agency headquarters staff, State Park and historic site staff, and other State agencies and/or consulting services.

e. Communication

In addition to the services and assistance outlined above, OPRHP should play an increasing role in facilitating communication among Urban Cultural Park communities and in distribution of information on OPRHP and other state programs, activities, and initiatives.

In some respects, communications may become the most important area of support and service which OPRHP can supply Urban Cultural Park communities to insure the development of a quality, statewide Urban Cultural Park system.

f. Historic Kingston UCP Visitors Center

In addition to the general direction and support service described in the previous subsections OPRHP will provide another unique service to the Kingston Urban Cultural Park. The Historic Kingston UCP Visitors Center in the Stockade area is owned by OPRHP's Senate House Historic site and will be leased by them to the City of Kingston. As part of this arrangement, the State will perform exterior maintenance on the building and will also maintain the adjacent parking lot and grounds.

2. **LOCAL GOVERNMENT**

In order for the City of Kingston to become designated as an Urban Cultural Park, it was necessary for City government to endorse and approve City participation in the program. Preparation of a feasibility study and this management plan was guided by City staff. The Citizens' Commission which provided input was appointed by the Mayor and was provided with staff services by City employees.

This management plan has been approved and adopted by the City Council prior to official submission to the Office of Parks, Recreation, and Historic Preservation. In addition, grants to support public improvements associated with the Urban Cultural Park have been and will continue to be received and administered by the City.

City government will continue to play a vital role in Kingston's Urban Cultural Park as development of the park moves into the implementation phase. That role will take a number of forms.

a. The Urban Cultural Park Commission

The permanent Urban Cultural Parks Commission, which will administer the park and associated programs and oversee implementation of the management plan, will be created by local legislation, and the members of this commission will be appointed by the Mayor.

Once in place, this commission will be required to report on its activities to the Mayor and Council on a regular basis.

b. Operating Departments

City operating departments will provide staff services to the Commission to increase its capacity. Direct services will also be provided to support various aspects of the Urban Cultural Park effort.

The Departments of Parks and Recreation and Public Works will be responsible for maintaining the parks, plazas, open spaces and infrastructure (streets, curbs, lighting, signs, etc.) within the Urban Cultural Park. These departments will be required to devote additional resources to this activity as a result of the increased burden on these systems/facilities created by Urban Cultural Park visitors.

The Departments of Engineering, Public Works and the Office of Community Development will also be required to devote additional resources to Urban Cultural Park-related capital improvement projects. Operating and capital improvement budget dollars will also be used to pay for a portion of these improvements.

Facade improvement, rehabilitation, and other neighborhood development programs will place an additional burden on several departments, particularly Community Development.

c. **Regulation and Planning**

To protect historically-valuable resources within the park and preserve these resources for future generations, additional planning review and regulation will be required. Responsibility for these activities will be distributed among various City Boards and Commissions including the Planning Board, Zoning Board and Historic Review Commission.

d. **School System**

The City School system will become increasingly involved in the Urban Cultural Park as it continues to grow and develop. Faculty will contribute their time as volunteers and use the park, its themes, and programs for class projects and assignments aimed at increasing student awareness of their community heritage and the rich fabric around them which reflects this history.

g. **City Historian**

The City historian has played a key role in the evolution of the Urban Cultural Park during the planning phase and will continue to make an important contribution during the implementation phase. This individual will function as a resource person for the Commission, the Staff and the Urban Cultural Park program at large.

f. **City Council**

The City's legislative arm of government will monitor the program. The Council will also be responsible for approving capital improvement projects, appropriating revenue, and enacting legislation necessary to pursue the Urban Cultural Park program and its related economic development, preservation, recreation, and education activities.

g. **Property Acquisition, Leasing and Maintenance**

The City will act as agent for and landlord to the Urban Cultural Park in any transactions involving the purchase, rehabilitation, leasing, maintenance, or sale of any real property.

Examples of this function include leasing the Historic Kingston UCP Visitors Center from the State of New York and the acquisition of significant buildings or sites for subsequent adaptive reuse and redevelopment.

#### **h. Economic Development Incentives**

The City will, as part of its contribution to Urban Cultural Park-related economic development activities, create certain tax and other development incentives. These incentives are discussed in more detail elsewhere in this report.

In the process of furnishing the many services outlined above, City government will be playing a critical role in the development and management of Kingston's Urban Cultural Park.

The combination of the various contributions which will be made by OPRHP and other State agencies makes the role to be played by State government a major one.

### **3. ULSTER COUNTY**

County government will play an important role in the Urban Cultural Park program by cooperating with the City, especially in the areas of economic development and public information.

The County operates programs and employs personnel in both the area of economic development and public information. Key personnel in these areas have played active roles in the development of the Kingston Urban Cultural Park and preparation of the management plan.

Because Ulster County government plays an important role in regional economic development, Urban Cultural Park management will work closely (coordinate) with County staff in this area. Specifically, the Urban Cultural Park shall consult with the County Office of Economic Development on a regular basis to determine how City and County institutions can be coordinated with or supportive of each other.

### **4. FEDERAL GOVERNMENT**

The U.S. Department of Interior has committed its support to the New York State Urban Cultural Park initiative both in terms of endorsement of the concept and funding to undertake Urban Cultural Park-related capital improvement projects.

### **5. SUMMARY**

All levels of government--federal, state and local--are joined together in partnership with the private sector to promote the development of the Urban Cultural Park system and stimulate the economic development activities which are an integral part of the Urban Cultural Park concept.

However, while the Urban Cultural Park program was conceived and initiated by government, genuine, active participation by the private sector is essential to the program's success.

### **C. LOCAL URBAN CULTURAL PARK MANAGEMENT**

The City of Kingston, through its legislative and executive branches, the Common Council and Mayor, will retain (accept) overall responsibility and authority for managing the Urban Cultural Park and all associated laws, regulations, programs, and property associated with the Park.

Kingston's City Charter grants the Council and Mayor all the legal and administrative authority necessary (required) to establish, develop, and administer the Urban Cultural Park and its attendant functions.

By retaining primary responsibility for the Urban Cultural Park, City government can insure that the Park will be developed and operated in a manner which is consistent with (in) the best interests of the entire community. It will also be possible under such an arrangement to make optimum use of existing City operating agencies and regulatory mechanisms.

Making use of existing City government framework will substantially reduce the costs which might otherwise be associated with operating the Park. Many of the maintenance, regulatory, and fiscal functions necessary to manage the Urban Cultural Park can and will be performed within this structure. However, some new organizational mechanisms will be created as well. The purpose of these new organizational components will be to focus on the Park's mission and to guarantee that Urban Cultural Park interests are adequately represented in the continual competition for limited municipal resources.

The creation of a separate organizational entity will also help to depoliticize the Urban Cultural Park, thereby increasing the decisions impacting the Park made on the basis of State Urban Cultural Park goals and objectives rather than situational political expediency.

The principal, new organizational entity which will be created to take a leadership role in developing the Urban Cultural Park and coordinate management of the Park on a day-to-day basis will be a Commission. This Urban Cultural Park Commission will be created by local law. Its members will be appointed by City government, and it will be ultimately accountable to the Mayor and Common Council. However, on a day-to-day basis, the Commission will operate with enough independence from both Mayor and Council to retain its integrity and fulfill its purpose.

The Urban Cultural Park Commission is described in greater detail below.

#### **1. URBAN CULTURAL PARK COMMISSION**

##### **a. Purpose and Responsibility**

A permanent Urban Cultural Park Commission will be established by resolution of the Kingston Common Council. The Commission shall be charged with the responsibility of advising the Mayor and Common Council on all matters related to the Kingston Urban Cultural Park and its programs in a manner consistent with the concepts, goals, and objectives set forth in relevant state and local legislation and in the Urban Cultural Park Management Plan as approved by the Common

Council resolution dated July 2, 1986, and by the New York State Office of Parks, Recreation, and Historic Preservation (OPRHP) on July 17, 1986.

The responsibilities of the Urban Cultural Parks Commission shall include the following:

- to advise and recommend policies, programs, plans, staffing, budget appropriations, and grant applications affecting the Park.
- to oversee and monitor operating and capital expenses.
- to review proposed plans and development projects within the Park.
- to promote and market the attributes of the Park.
- to coordinate the day-to-day activities and programs associated with the Park.
- to report to the Mayor and Common Council on an annual basis on activities of the Commission.
- to prepare and disseminate minutes of its meeting

b. **Membership**

The Urban Cultural Park Commission shall consist of thirteen members appointed by the Mayor. The Director of Parks and Recreation, Superintendent of Public Works, the City Planner, and one other City official having responsibility for tourism, public relations, promotion or related activity, shall be members of the Commission. The remaining nine members shall include representatives of the public having interest in government, education, historic preservation, business, industry or finance. The term of those members from the public shall be three years, with the initial terms of three members at three years, three members at four years and three members at five years. The Mayor may appoint non-voting advisory and ex-officio members as warranted. The Mayor, upon notification of non-participation by any member, shall be empowered to remove/replace said member. The Commission shall meet regularly and may adopt its own rules and regulations for the conduct of its business. A chairman, vice-chairman and secretary shall be elected on an annual basis from among the membership.

c. **Role of the Commission**

The Mayor and Common Council of the City of Kingston shall have overall responsibility for the Urban Cultural Parks Program. The Commission shall be advisory to the Mayor and Common Council on all matters related to the Park, including but not limited to the following:

1. Historic Kingston UCP Visitors Center

The Commission shall coordinate activities and programs associated with the City's cooperative agreement for operation of a Visitors Center in a historic building across from the Senate House Museum Complex on Clinton Avenue. Examples of such programs and activities include interior custodial maintenance, maintenance of utilities, design and construction of exhibits and displays, development and implementation of interpretive, educational and informational programs and tours, staffing the reception area and other parts of the facility and arrangement of exhibition/staging of appropriate materials, programs, and events in conjunction with other organizations and groups.

The Commission shall also assist with planning and future development of this facility in a manner consistent with the goals and objectives of the Park.

2. Maritime Museum Visitors Center

The Commission shall assist in negotiating agreements with officials of the Maritime Museum regarding the use of space to be provided and services offered at this location on behalf of the Urban Cultural Park. The Commission shall also assist in the evaluation of the adequacy of this arrangement and shall make suggestions for improvements as may be consistent with the objectives of the Park.

3. Physical Maintenance

The Commission shall advise the Public Works Department with regard to maintenance requirements of the Park. In this regard, the Commission shall oversee maintenance needs of public parks and plazas, parking lots, buildings, signs, utilities, land and publicly-controlled facilities within the Park.

Actual maintenance of these areas will be performed by the City Public Works Department. The Commission shall advise the superintendent on maintenance needs and annual operating and capital expense requirements of the Park.

4. Programs

The Commission shall assist in developing and coordinating a broad range of educational, interpretive, promotional and recreational programs as described in the Interpretive, Recreation, and Public Information sections of this Management Plan. These programs may include some activities operated by Commission staff and volunteers as well as those which will be offered by other agencies and organizations. The Commission shall work closely with the Kingston Recreation Department in the planning and coordination of activities and programs taking place in the Park.

Examples of potential Urban Cultural Park programs include lectures and talks, films and slide shows, classes and workshops, demonstrations and enactments, festivals and special events, parades and pageants, tours, displays and exhibits.

5. Capital Improvements

The Commission shall advise the Mayor and Common Council on capital improvement needs of the Urban Cultural Park. These proposed projects will be designed to increase Park visitation and use by improving the attractiveness of the Park environment, to stimulate private economic investment, and to preserve and protect resources within the Park. The Commission shall also advise the appropriate City departments and offices on private development proposed for the Park with regard to design and consistency with Park goals and objectives.

6. Public Information, Community Relations and Marketing

The Commission shall assist in matters related to promoting and marketing aspects of the Urban Cultural Park program. This task will involve those items identified in the Public Information Plan as well as specific matters assigned by the Mayor and/or Common Council.

7. Regulation and Review

The Commission shall supplement the efforts of existing regulatory and review agencies under provisions of enabling legislation with regard to matters affecting the Park. The objective of this involvement will be to preserve and protect resources within the Park boundary which are of special significance to the Park. Specific examples of this role include matters related to land use and preservation and design of buildings and improvements.

8. Economic Development

The Commission shall advise the Mayor and Common Council on matters relating to promoting the economic development of the Park. Examples of this effort include working with City-administered programs as residential and commercial rehabilitation, facade improvements and tax incentives. The Commission shall also coordinate its activities with the Ulster County Chamber of Commerce and Ulster County Development Corporation in fostering the objectives of this role.

#### D. COOPERATION WITH LOCAL, REGIONAL, AND STATE AGENCIES

While City government itself is technical, the "Park Management Entity" for Kingston's Urban Cultural Park, the issue of cooperation with local, regional, and state agencies will be addressed with reference to the Urban Cultural Park Commission. This approach will present a more meaningful perspective since the Commission will be responsible for coordinating those Urban Cultural Park-related functions which it does not perform directly.

The Urban Cultural Park is a new program, and the Urban Cultural Park Commission is a new agency. Part of the Urban Cultural Park's mission will be to see that more effective use is made of the City's historic resources. A related objective will be to generate more interest in and activity around these resources, both in terms of tourism, local use, and economic development.

In Kingston, as in other Urban Cultural Park communities around the state, organized and individual efforts are already underway to accomplish similar objectives. In its early stages of development, especially, the Urban Cultural Park will have fewer resources and less drawing power than many of these existing organizations and facilities. Nor is it the intent of the Urban Cultural Park to compete with these other entities.

The concepts embodied in the Urban Cultural Park program, together with its status as part of a statewide system and the resources which will ultimately be brought to bear in pursuit of its objectives represent a major opportunity for the community and for other local and regional organizations engaged in similar pursuits (tourism promotion, preservation, education, and economic development). However, the authors of this management plan and the leadership of the Urban Cultural Park development plan effort recognize that the Urban Cultural Park Commission must take a leadership role in educating other sectors of the community as to the park's potential and selling other organizations on the benefits which will accrue to them specifically as well as the community at large as a result of their cooperation with and support of Kingston's Urban Cultural Park.

It is this awareness that has shaped this Management Plan, and it is this awareness which will guide the Urban Cultural Park Commission, its staff, and volunteers in their efforts to establish rapport and develop cooperative working relationships with local, regional, and state agencies and organizations.

Specific relationships and areas of cooperation with a number of other agencies and organizations are described elsewhere in this Management Plan. This section will focus on the strategies, approaches, and methods which will be employed to affect this cooperation. Areas of cooperation will be mentioned for reference purposes, but details presented elsewhere will not be repeated in their entirety.

It should be noted that, while cooperation from certain governmental agencies will be dictated by law or administrative policy, this Management Plan is based on the belief that "effective" cooperation cannot be legislated but must be accomplished through sincere, constructive, and conscientious effort.

For the sake of logical organization, the specific references which follow are categorized according to whether they are local or regional, state and public, or non-profit and private.

## 1. LOCAL AGENCIES

### a. Parks/Public Works

Cooperation with the City Parks Department/Commission and Department of Public Works in the areas of recreation programming and maintenance will be accomplished by regular dialogue, cooperative planning, informal joint ventures, and formal written agreement.

Recreation Commission members and staff from both departments played a major role in the development of the Urban Cultural Park Management Plan and the recreation and management components in particular. These seasoned professionals and knowledgeable volunteers will continue to contribute their expertise as active members of the Urban Cultural Park management team.

The Superintendent of Public Works also functions as the City's Harbor Master. In this capacity, he will work with the Urban Cultural Park on all matters regarding the waterfront.

### b. Engineering/Planning

The Director of this department served as the City's chief administrative representative during the development of this Management Plan. In this capacity, he has acquired in-depth knowledge of the program and has developed a close working relationship with OPRHP program administrative staff.

During the implementation phase of the Urban Cultural Park, this department will continue to play a major role and will work closely with Urban Cultural Park Commission and staff. Specific areas of involvement will include:

#### 1. Planning

The Department will provide the Urban Cultural Park with planning assistance and will coordinate and process Urban Cultural Park-related capital improvement recommendations.

#### 2. Engineering

The Department will provide engineering and construction supervision services to all public improvement projects within the Urban Cultural Park.

### 3. Transportation

As manager of the City's municipal transportation system, the Department will work with the Urban Cultural Park on the development of public transportation service and tours within the Urban Cultural Park.

#### c. Community Development

The Director of this Department was a member of the interim Commission that guided preparation of this Management Plan.

This Department will cooperate with the Urban Cultural Park in areas of planning and development and, in particular, by administering facade easement and residential rehabilitation programs within and on behalf of the Urban Cultural Park.

#### d. Regulatory/Review Boards

These Boards (Planning Commission, Zoning Board of Appeals, Landmarks Board) will cooperate with the Urban Cultural Park by implementing special criteria and standards promulgated for the protection of Urban Cultural Park resources.

These Boards will advise the Urban Cultural Park Commission of all actions pertaining to the Urban Cultural Park, and the Commission will review these actions.

#### e. Mayor/Council

The Urban Cultural Park Commission will be ultimately accountable to the Mayor and Council and will report to them on these activities regularly. In addition, the Urban Cultural Park Commission will work with the Mayor and Council on specific projects and programs that warrant their involvement.

#### f. City School System

The City School System will provide the Urban Cultural Park with an important source of volunteers, program participants, and cooperative programming.

As the Urban Cultural Park develops, programs will be developed which are geared toward school-aged children. The Urban Cultural Park Commission will work with the school district and the Board of Education in developing these programs and will offer them in cooperation with the district.

The Urban Cultural Park Commission will also approach the Board and District about developing curriculum which focuses on community history and historic resources.

g. **Library**

The Urban Cultural Park will work with the Public Library System to identify and procure written resource material on Kingston's history and, particularly, those aspects of it which pertain to the Urban Cultural Park.

The Urban Cultural Park will make the results of its own research efforts available to the Library and will encourage the agencies and organizations with which it deals to do the same.

The Urban Cultural Park will also explore the possibility of offering joint programs with the Library.

2. **OTHER LOCAL AGENCIES**

The Urban Cultural Park Commission will strive to develop and maintain cooperative working relationships with a range of appropriate, local, non-profit agencies in its effort to promote recreation, education, preservation, economic development, and the park itself.

Some of the more important examples of such agencies are listed below.

a. **Maritime Museum**

This agency will be operating a Urban Cultural Park Visitors Information Center in a portion of its building on behalf of the Urban Cultural Park.

The Urban Cultural Park Commission will work with the Maritime Museum to develop this function as well as other cooperative programs. Guided boat tours of the Rondout Creek and programs involving Rondout 2 Lighthouse will be among early areas of exploration.

b. **Trolley Museum**

The Urban Cultural Park Commission will work with the Trolley Museum on developing expanded trolley tours of the Rondout Corridor and Kingston Point. Efforts will be made to include Trolley Museum leadership in planning for capital improvements along the waterfront and at Kingston Point which might improve access to and the attractiveness of rail routes in these areas and which might create appropriate stops or destination points for trolley excursions.

The Urban Cultural Park will cooperate with both museums in the production and installation of appropriate informational signage at strategic locations in and around the Urban Cultural Park.

c. **Ulster Performing Arts Center**

The Urban Cultural Park Commission will seek to cooperate with the Ulster Performing Arts Center in developing and staging cultural events and programs which reflect the community's history.

The Urban Cultural Park will also encourage the Ulster Performing Arts Center to conduct or permit tours of its landmark facility.

d. Friends of Historic Kingston

The Friends of Historic Kingston are already working with current Urban Cultural Park leadership and are making significant contributions to the development of the Park's Management Plan and the Historic Kingston UCP Visitors Center. One of the major photographic exhibits planned for the center will be created around materials being loaned to the Urban Cultural Park by the Friends of Historic Kingston.

In recognition of the importance of this organization and its theme, "HISTORIC KINGSTON" has been selected as the official name of Kingston's Urban Cultural Park.

As the Urban Cultural Park develops, the Friends of Historic Kingston will be called upon to contribute to the development of exhibits, tours, programs, and materials on various aspects of the Urban Cultural Park. One of the important areas of contribution is research.

3. REGIONAL AGENCIES

a. Ulster County Chamber of Commerce

As the representative of local business and industry throughout Ulster County, the Chamber plays an important role in promoting the area and in creating a healthy element for business.

During the planning and preparation of this Management Plan, the Chamber has been briefed on the Urban Cultural Park program and its objectives. Ideas, opinions, and information have also been solicited from Chamber representatives.

Once the Management Plan has been approved and the Park management organizational structure is in place, an ongoing liaison will be established between Urban Cultural Park Commission and staff and their counterparts in the Chamber. This liaison will be used to ensure that the Chamber is aware of the Urban Cultural Park programs and initiatives and that Urban Cultural Park management is apprised of Chamber activities which may impact the Park.

In addition to general communication, specific areas of cooperation will include public information (promotion) and economic development.

The Urban Cultural Park will seek to cooperate with the Chamber in the development of materials designed to promote tourism and will request that the Chamber identify Kingston as an Urban Cultural Park community in all appropriate literature. Specific projects will also be identified to focus cooperative Urban Cultural Park - Chamber efforts.

In the area of economic development, the Urban Cultural Park will seek Chamber support for Urban Cultural Park initiatives and will provide the Chamber with information on Urban Cultural Park programs which can be used in the Chamber's business promotion activities.

b. Ulster County Public Information Office

The Ulster County Public Information Office publishes a large volume of information on facilities, programs, activities, and events in Kingston and throughout the County.

The Urban Cultural Park will work with the Ulster County Public Information Office to insure that the park and its programs are promoted through these calendars and other publications. In addition, the Urban Cultural Park will make the Ulster County Public Information Office's information available at the Historic Kingston UCP Visitors Center as part of its effort to apprise Urban Cultural Park visitors of other attractions and services available in and around the community.

In addition to the above, the Urban Cultural Park will utilize the caboose site south of the New York State Thruway Exit 19 for a primary arrival and decompression location. This facility is operated and maintained by the Ulster County Public Information Office. (See Interpretive Plan for more detail.)

4. STATE AGENCIES

a. Department of Commerce

The Kingston Urban Cultural Park Commission will seek assistance from the New York State Department of Commerce in both the areas of tourism promotion and economic development.

In the area of tourism promotion, the Commission will seek to have the Urban Cultural Park featured, or at least mentioned, in all appropriate tourism-related materials published or funded by the Department's Division of Commerce.

As the Urban Cultural Park system develops, it would be appropriate for OPRHP to approach the Department of Commerce about featuring the system in a special tourism promotion campaign, complete with print, television and radio advertising, a special poster and other collateral materials, and supporting public relations activities. This Management Plan recommends that OPRHP solicit this kind of support from the Department of Commerce.

b. Office of Parks, Recreation and Historic Preservation

The City of Kingston and the interim Urban Cultural Park Commission have, during the course of preparing this Management Plan, maintained constant and close communications with OPRHP.

The Agency's Peebles Island facility has offered to produce interpretive signage for the Urban Cultural Park at cost. This will save the Park a substantial amount of money and make it possible to produce a greater number of signs with funds allotted for this purpose.

Kingston's Urban Cultural Park enjoys a special relationship with OPRHP in that the Historic Kingston UCP Visitors Center is owned by the State and will be operated under a lease agreement between the City and the Agency.

Because the Visitors Center is part of the Senate House Historic Site, the Urban Cultural Park has developed a close working relationship with historic site staff in addition to the relationship which has been developed with central office personnel charged with providing direction and technical assistance on the overall Urban Cultural Park program.

Prior to the rehabilitation and opening of the Visitors Center facility, Urban Cultural Park Commission and Interpretive Committee meetings were held in the Loughran House (part of the historic site complex). Historic site staff have also provided valuable expertise to the committee which is planning Visitors Center exhibits and programming.

When the Urban Cultural Park is operational, the Senate House will assume responsibility for interpreting the Urban Cultural Park's government theme. Senate House facilities will be used as a backup for special Urban Cultural Park programs, and traffic between the historic site and Visitors Center will be encouraged. In addition, Senate House personnel will maintain the Visitors Center's exterior and grounds.

Both OPRHP central and historic site staff will continue to be involved in Urban Cultural Park planning after the Park is operational.

c. **Department of Education**

The Urban Cultural Park Commission will seek assistance from the New York State Department of Education primarily in an indirect manner. In matters pertaining to education, the Commission will deal with the local school district and Board of Education in the first instance. Where issues involving state education policy or state aid for educational programs are concerned, the Commission will work through the Board of Education and, in some cases, OPRHP.

d. **Council on the Arts**

In the course of developing programs in the areas of historic preservation, education/interpretation, and recreation, it may become desirable for the Commission to approach the Council on the Arts (C.O.A.) for funding and/or technical assistance. Depending on the project, contact with the C.O.A. may be direct and independent or may be in conjunction with or through a third organization (e.g., Ulster Performing Arts Center).

It is also assumed that OPRHP will maintain an ongoing dialogue with C.O.A. regarding Urban Cultural Park-related matters of mutual interest.

e. Legislature and Governor's Office

One of the primary reasons for creating a new semi-independent Commission to manage the Urban Cultural Park is to provide the Park with a champion. The Urban Cultural Park Commission will represent Park interests with other governmental and community agencies who are designated to perform certain specific services to the Park.

The Commission will also function as lobbyist for the Park with local, regional, and state-elected officials including the New York State Legislature and the Governor's office. Depending on the issue, these lobbying efforts may also involve other Urban Cultural Park communities and/or OPRHP.

Rather than continue its contact with elected State officials to specific issues or requests, the Commission will maintain regular contact with area Assemblymen and State Senators. The objective of this contact will be to keep these elected representatives informed of and involved in the growth and development of Kingston's Urban Cultural Park.

f. Department of Transportation/New York State Thruway Authority

These State agencies control arterials which serve as major access routes to the Urban Cultural Park and significant circulation routes within it. In developing circulating routes and signage to attract and assist motorists, it will be necessary for the Urban Cultural Park to comply with Department of Transportation standards. The Urban Cultural Park also anticipates the need to request that certain signs be installed on approach routes either by these State agencies or with their permission.

In dealing with transportation and sign-related issues, the Urban Cultural Park Commission will work with and through the City Departments of Engineering and Planning and Public Works. It is also expected that OPRHP will initiate a dialogue with these agencies on a state level to ensure their receptivity to local Urban Cultural Park community needs.

g. Department of State

A significant portion of Kingston's Urban Cultural Park lies within the coastal zone set forth in the City's Local Waterfront Revitalization Program. The Department of State administers this program at the State level. Thus, it is expected that some intersection between Urban Cultural Park management and the Department of State will take place as a result of overlapping issues which involve both programs. Routine matters involving interactions between the Urban Cultural Park and Local Waterfront Revitalization Program will be handled at a

Local level via communication between the Urban Cultural Park Commission and City Department of Planning and Engineering (designated lead agency for the Local Waterfront Revitalization Program).

## **E. PRIVATE SECTOR INVOLVEMENT**

The City of Kingston and the authors of this Urban Cultural Park Management Plan recognize that the active, meaningful participation of the private sector is essential to the Park's ultimate success.

Accordingly, this management plan has been designed to promote private sector involvement at every stage of the Urban Cultural Park's development and every level of the Park's operation.

The description of specific areas of private sector involvement in the Urban Cultural Park is presented in two sections. The first deals with the possible creation of a Urban Cultural Park Development Corporation. Because of the length and detail of this description, the Urban Cultural Park Development Corporation is treated separately. Descriptions of other specific areas of private sector involvement are then grouped as a second major category.

### **1. URBAN CULTURAL PARK DEVELOPMENT CORPORATION**

Under the Park management organizational structure described in this Management Plan, functions normally associated with preservation and development may be performed at various levels.

The City of Kingston has the legal authority to acquire, modify, improve, and dispose of property. The City, through various programs, may also make grants or loans to private investors for the purpose of preserving or developing property within the Urban Cultural Park.

In the early stages of the Urban Cultural Park's development, the Management Plan calls for these functions being performed by the City on behalf of the Park and in cooperation with the Urban Cultural Park Commission. Having the City plan this role will relieve the Commission of the responsibility and burden of these complex functions at a time when it will be grappling with the myriad of problems associated with the start-up of any new organization.

As the Urban Cultural Park develops, it is expected that development activities will increase. If and when such activities reach a level at which they warrant separate management, one of two choices will be made.

The City and Urban Cultural Park Commission may choose, at this point, to transfer these functions directly to the Commission. This option will be exercised if the Commission has had the opportunity to bring other components of the program under sufficient control and it is determined that the development function is not yet large enough to require the attention of its own governing board.

The second option open to the City and Commission would be the creation of an Urban Cultural Park Development Corporation. The Urban Cultural Park Development Corporation would be incorporated as a non-profit organization and would perform certain development functions for the Urban Cultural Park under contract with the Commission and/or the City.

While a Development Corporation would add to the complexity of the overall Urban Cultural Park management structure, it would also have several advantages. As a non-profit organization, the Urban Cultural Park Development Corporation could attract funding and contributions not normally available to a municipality. As an independent entity, the Urban Cultural Park Development Corporation could focus all of its energies on the demanding and complex tasks associated with the development function. As an organization insulated from direct involvement with local political interplay, the Urban Cultural Park Development Corporation could attract bipartisan volunteer leadership and support from business, industry, and the local legal and financial communities.

The Urban Cultural Park Development Corporation would be structured in the manner described below.

a. Purpose

The Urban Cultural Park Development Corporation would be empowered to acquire, modify, improve, lease, rent, and dispose of property within the Urban Cultural Park boundaries for purposes associated with historic preservation and/or economic development. The Corporation would also be authorized to administer programs on behalf of the Urban Cultural Park and the City and to engage in other economic development activities compatible with the goals, objectives, and management plans of the Urban Cultural Park.

b. Membership

The Urban Cultural Park Development Corporation would be controlled by a Board of Directors composed of volunteers drawn from area business, industry, and the legal and financial community. Board members would be selected by Urban Cultural Park Development Corporation incorporators who would be selected by the Urban Cultural Park Commission in consultation with the Mayor and Common Council.

In selecting board members, incorporators would be expected to strive for a balanced group to include business, industry, law, and finance.

c. Terms

Board members would serve annual terms which could be repeated for as many as six years.

d. Vacancies

Vacancies would be filled by an affirmative vote of two-thirds of the Corporate Board of Directors. In filling vacancies, the Board would be expected to consult with the Urban Cultural Park Commission.

e. Officers

The Urban Cultural Park Development Corporation would have a number of officers elected by the directors on an annual basis in conformance with provisions set forth in the Corporation's bylaws.

f. Staff

The Urban Cultural Park Development Corporation would have the authority to hire staff but might, at least initially, rely on staff shared with the Commission and/or loaned from director's companies or other area business. Volunteer help might also be sought, particularly among retired businessmen and professionals.

g. Activities

The Urban Cultural Park Development Corporation would become directly involved in property and other economic development projects. Some of these would be City-initiated programs operated under contract. Others would be independent initiatives begun by the Corporation itself.

The Urban Cultural Park Development Corporation will give the organization direct access to these portions of the private sector whose support and participation will be needed to make development feasible. The banking community will be one of the most important groups since financing will be required for many of the Urban Cultural Park's development projects.

If an Urban Cultural Park Development Corporation is created in the manner described above, it will have the potential of becoming an important vehicle for fostering public-private partnerships as a means of achieving the Park's stated goals and objectives.

2. **OTHER AREAS OF PRIVATE SECTOR INVOLVEMENT**

The Urban Cultural Park Development Corporation is one of many examples of specific areas in which the private sector will be involved in the Urban Cultural Park. The other areas which are described below are treated more briefly. This is not necessarily because they are less important than the Urban Cultural Park Development Corporation. Rather, several of them are also treated elsewhere in the Management Plan.

a. Planning

The temporary Urban Cultural Park Commission, charged with overseeing the preparation of this Management Plan, includes local businessmen and property owners. These private sector representatives were involved at the Commission level and also at the committee level in the design and development of all components of the Management Plan. Business representatives played a particularly important role in developing the economic development, public information, and Park management organization portions of the plan.

b. Early Action Projects

Development of West Strand Plaza and the surrounding buildings was one of the Urban Cultural Park's first Early Action Projects. The total rehabilitation of this historically valuable section of the park is now well underway. Row houses along the Strand are being

rehabilitated throughout for mixed residential-commercial use. The landmark Freeman Building is also being rehabilitated as is the nearby Mansion House. This infusion of activity has already prompted property owners on Southern Broadway to begin making improvements to their buildings as well. Finally, the City is currently involved in negotiations regarding the proposed development of Parcels 8, 10 and 11 which occupy the area east of Broadway and north of East Strand, an area adjacent to the one referred to above.

The overwhelming majority of the millions of dollars being invested in the revitalization of the West Strand-Rondout area are coming from private investors.

The Kingston Urban Cultural Park hopes to use this experience as a model and duplicate the success story in a successive number of selected locations throughout the Park.

c. Promotion

The promotion of tourism within the Park as well as more use by local residents is a key objective of the Urban Cultural Park. The public information components of this Management Plan contains a variety of promotional projects and activities. This plan calls for heavy involvement in Urban Cultural Park promotion efforts and related recreation programs.

Retail merchants and owners of service businesses will be involved in the creation and distribution of information on the Urban Cultural Park and on services available to tourists visiting the community.

The business community will also be directly involved in the planning and execution of many of the special events which will be conducted to stimulate interest in the Urban Cultural Park and draw local residents and tourists to the Stockade and Rondout commercial areas. To promote this kind of involvement, Urban Cultural Park Commission and staff will work with the Uptown and Downtown Businessmen's Associations as well as the Chamber of Commerce and individual businesses. Where feasible, special events will be jointly sponsored by the Urban Cultural Park and one of these business organizations.

d. Sponsorships

As the Urban Cultural Park develops and becomes more viable, it will become economically desirable for larger area businesses and industry to contribute directly to Urban Cultural Park activities and programs.

Underwriting Urban Cultural Park programs and events will, in some cases, produce tax write-offs for area businesses. With or without such write-offs, such sponsorships may be treated as part of the company's public relations and advertising program.

Examples of the kinds of projects which lend themselves to this kind of private sector sponsorship include concerts, cultural events, maps and other collateral material, exhibits, and educational programs.

e. Services

A major area of private sector involvement in the Urban Cultural Park is the obvious but sometimes overlooked area of providing services and goods for sale to local residents and tourists using the Park.

In fact, for the Park to function successfully, the interpretive and recreational attractions within the Urban Cultural Park must be presented in a manner which makes use of the Park's commercial areas easy and enjoyable. Experience in Lowell, Massachusetts, Boston, Philadelphia, and countless other communities indicates that urban historic attractions are most successful in environments which also include attractive and compatible commercial spaces. In such environments, the visitor's experience is enhanced by the availability of attractive and appropriate food, lodging, and shopping opportunities.

f. Construction

A significant by-product of the development activity generated by the Urban Cultural Park, including public capital construction projects like West Strand Plaza and Kingston Point Park, is that it creates business for area contractors and jobs for local construction workers and skilled tradesmen.

The preceding descriptions indicate the extent to which this management plan envisions private sector participation in the Urban Cultural Park. This participation has been presented as a list of categories for purposes of clarity. Taken together, these categories will evolve to ultimately represent a full partnership with the public sector in developing Kingston's Urban Cultural Park and making it an economic as well as programmatic success.

KINGSTON URBAN CULTURAL PARK

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## KINGSTON URBAN CULTURAL PARK

### IX. ENVIRONMENTAL IMPACT STATEMENT

#### I. SUMMARY

The following draft Environmental Impact Statement is a "generic" EIS which addresses the broad issues related to the creation of an Urban Cultural Park within the City of Kingston, New York. Its purpose is to provide an assessment of the broad-based activities and general implications of the Urban Cultural Park. It is used for the identification of general program and development as a basis for scoping future specific project actions resulting from the adoption and implementation of the Kingston Urban Cultural Park program.

#### A. ACTION

The City of Kingston, New York, proposes to implement an Urban Cultural Park Management Plan. This plan is designed to utilize existing historic, cultural, and natural resources to create a living urban park. The development of interpretation and marketing of these resources will attract tourists and instill community awareness and pride as well as stimulate economic development within the City of Kingston. The Kingston Urban Cultural Park Management Plan establishes plans, programs, and a management strategy to conform to New York State Office of Parks, Recreation, and Historic Preservation guidelines. These guidelines were established to assist communities in conforming to a statewide Urban Cultural Park system which focuses on four goals: preservation of the State's historic resources; education of the general public as to these resources and their roles in the development of the local community and the State; recreational use, both active and passive, to provide a variety of activities for visitors to enjoy; and economic development to encourage revitalization of communities involved in the Urban Cultural Park program. In order to conform to these guidelines and adequately achieve the overall goals established for the statewide Urban Cultural Park system administered by the New York State Office of Parks, Recreation, and Historic Preservation, the City of Kingston proposes the following change of the Park's physical environment:

##### 1. LAND USE

Within the Urban Cultural Park boundary, certain small areas exist in which the land use is of particular relevance to the themes, goals, and objectives of the Park. Three core areas within the Kingston Urban Cultural Park have been identified as containing sites and buildings which are important to the State's Urban Cultural Park system as well as the local Urban Cultural Park in terms of interpretation and visitors' use.

a. Core Areas

The first core area is in the Stockade section of the City. It generally includes the Senate House Museum complex, the Historic Kingston UCP Visitors Center, and vacant land extending to the railroad line northeast of the Visitors Center.

The second core area of the Urban Cultural Park is located in the Rondout section of the City and includes the West Strand, Lower Broadway, vacant urban renewal land, the Rondout waterfront from Cornell Shops to the old suspension bridge, and a portion of Island Dock.

The third core area is the Kingston Point Park. These three areas will be the focus of development for interpretation, education, and visitor orientation relevant to the themes, goals, and objectives of the Kingston Urban Cultural Park.

b. Historic Areas

The three historic districts, including the Stockade National Historic District, the Rondout Historic District, and the Chestnut Street Historic District, will become the focus of interpretation and revitalization within the context of the Urban Cultural Park.

c. Peripheral Areas

Peripheral areas have been identified to provide a backdrop of the core areas and historic districts. Although not as prevalent as the first two designations, they will provide some opportunities for interpretation and economic development. The peripheral areas are the Wilbur and Ponckhockie neighborhoods. As more dominant areas are developed, these neighborhoods will become more attractive targets for revitalization.

d. Linkages/Corridors

There are three areas which have been categorized as links or corridors: Broadway, Wilbur Avenue, and the Rondout Creek between Wilbur and West Strand. These areas will connect the major activity areas to create a comprehensive city-scale perspective of Kingston's settlement and unique resources. Their primary function will be that of circulation, however, these areas also contain interpretive and cultural elements and will provide a lesser focus for revitalization efforts.

2. **PRESERVATION PLAN**

One of the prime motives for establishing a statewide system of Urban Cultural Parks is the preservation of cultural and historical resources which are significant to and associated with the state's growth and development. The Kingston Urban Cultural Park Preservation Plan is meant to supplement and enhance those existing efforts within the City of Kingston by focusing additional resources

and attention on preservation activities within the Urban Cultural Park. This plan recommends the expansion of existing National Register Districts and the addition of two areas within the City including the settlements of Wilbur and Ponckhockie.

### 3. PUBLIC FACILITIES PLAN

Streets, sidewalks, pedestrian malls and plazas, and public buildings are resources which park visitors can be expected to use heavily. In addition to the condition of these facilities, their appearance will set the tone for maintenance and development of private property. Specific plans for public facilities focus on core areas as a priority. Historic districts, links and corridors, and peripheral areas are lesser priority areas to be improved once the core areas have been substantially completed.

### 4. CIRCULATION PLAN

The Circulation Plan identifies major access points for all primary highways which motorists will use to enter the City and the Urban Cultural Park. These routes include New York State Route 213, Route I-578 from the New York State Thruway Exit 19, New York State 9W, New York State Route 32, and New York State Route 28.

Routes have been identified which will provide major circulation patterns between the activity centers of the Urban Cultural Park. These include Wilbur Avenue between the Stockade Historic District and the settlement of Wilbur, the Rondout Corridor between the settlement of Wilbur and the West Strand area, and the Broadway Corridor between the Rondout/West Strand and the Stockade areas.

In addition to the primary circulation routes, additional vehicular tours have been identified which highlight major resources within the Urban Cultural Park. Although no new streets are anticipated to be required for the circulation pattern, signage and signalization will be required to facilitate safe and efficient traffic flow.

It is anticipated that mass transit systems will help in reducing automobile traffic. Trolley tours and shuttle service will be provided to reduce automobile traffic and supplement existing tour alternatives.

### 5. LANDSCAPE/STREETSCAPE

Streetscape elements including light poles, benches, sidewalks, paving treatments, street planting, etc., will be used as common denominators for the Urban Cultural Park. More historic elements including original materials or replicas will be used in historically important areas, while less historic elements along with a lesser degree of treatment will be applied to peripheral areas within the park.

## 6. SIGNAGE

An effective signage program will be developed for the Urban Cultural Park to fulfill certain basic functions. It will produce signs that are in harmony with the historic character of the Park and assist in creating a distinctive image and sense of place for the Park which will set it apart from other parts of the community. The signage program identifies certain types of signage to be constructed as part of the Urban Cultural Park Plan. These include approach signs which will be constructed by the New York State Department of Transportation to alert motorists who are approaching Kingston as to its status as an Urban Cultural Park community. These signs will be located on the New York State Thruway and other major highways leading to the City of Kingston.

Urban Cultural Park arrival signs will be located at the entrance to the Urban Cultural Park and at the Visitors Center. Small directional signs will be located along the primary Urban Cultural Park route and will direct motorists along this route in a counterclockwise direction.

Interpretive signage will be located at various resource points and will contain a combination of labeled text, pictures, and/or graphics designed to help visitors interpret specific elements of the historic environment.

In addition to the public signage to be developed for the Urban Cultural Park, guidelines have also been developed for the construction of private commercial and advertising signage. It is the intent of this Management Plan to develop a set of guidelines to assist the merchant community in the selection, design, and location of their storefront and advertising signs. By following these guidelines, the business community can help to accomplish the objectives of the Urban Cultural Park signage program.

## 7. FACADE PROGRAM

The Urban Cultural Park Management Plan proposes the establishment of a facade program. This program will help to facilitate the rehabilitation of storefronts and upper stories of commercial buildings. Another purpose of the facade program is to encourage rehabilitation which conforms with Department of Interior standards for the rehabilitation of historic buildings. It is also the intent to encourage proper rehabilitation of storefronts which will result in sound reconstruction and a stable tax base. Implementation areas for the facade program include the remainder of the Broadway-West Strand area not completed under previous facade programs, the Stockade area, the Central Broadway area, and finally, other neighborhoods in the Kingston Urban Cultural Park which have smaller commercial areas including Wilbur, Ponckhockie, and the Rondout commercial areas.

## 8. INTERPRETIVE PROGRAM

An Interpretive Program for the Urban Cultural Park will focus on the Urban Cultural Park themes of transportation, government, and architectural history. The primary objective of the interpretive program is to transform the City into a kind of living outdoor museum. The Interpretive Program begins with visitors entering the City of Kingston from outside the area. These visitors will be greeted with signs, graphics, and special facilities to create an appropriate sense of arrival. For those entering from the Thruway, picnic tables equipped with cooking grills and trash receptacles have been installed at the information caboose on Washington Street. This parklike atmosphere will provide weary travelers with an opportunity to unwind from their journey before continuing on to the Historic Kingston UCP Visitors Center. Meticulously maintained grounds around the Visitors Center and neighboring Senate House Historic Site provide further decompression once visitors have arrived and parked.

Visitors arriving at the Stockade and Maritime Museum Visitors Interpretive Centers will be greeted by Urban Cultural Park staff. This personal reception will make visitors feel welcome and put them at ease. Before embarking on their journey through the Park, first-time visitors will receive an orientation. Maps, photographs, and videotaped presentations will be used to introduce the Urban Cultural Park concept and tell the Kingston story.

A primary objective of the Urban Cultural Park will be to encourage and equip people to interpret the City's buildings, bridges, features, and settings "on location." Before leaving the UCP Visitors Center, visitors will be given a short course in how to interpret. Urban Cultural Park visitors will get more from their experiences if they have some understanding of how the interpretive process works.

Like rotating exhibits, programs will allow the UCP Visitors Center to supplement its basic fare and create a reason for visitors to keep coming back long after the Center's permanent installations are familiar to them. Programs such as the Victorian Christmas at the Senate House will be developed to provide alternative interpretative approaches.

Festivals and special events will be programmed throughout the park to provide activities centered around the themes of the Urban Cultural Park. Tours will be developed as an effective way of helping visitors locate and interpret the most historically significant and visually interesting features and settings within the Urban Cultural Park area. These tours will take the form of self-guided walking tours, bus tours, boat tours, trolley tours, driving tours, and guided walking tours.

One of the most common elements of the interpretive programs is interpretive signage. Such signage has an advantage over maps, brochures, and other programs by being available to the casual visitor who does not know about or take time to visit the Interpretive Center. These signs will be installed at the Visitors Centers, the West Strand Plaza, the Chamber of Commerce caboose site, Broadway and

Meadow Street, Academy Green, Wilbur, old City Hall, Louw Bougardus ruins, Hasbrouck Park, Kingston Point Park, West Strand boardwalk, Rondout 2 Lighthouse, Island Dock Park, Forst Packing Company, and Hutton Brick Company.

## 9. MANAGEMENT STRUCTURE

In order to oversee the implementation of the plans and programs for the Kingston Urban Cultural Park, the following management structure has been established:

### a. Short Term - 1985-1987

- (1) A permanent Advisory Commission will be established to oversee the implementation of the Management Plan and advise on associated improvements and programs.
- (2) A director will be appointed by the Mayor on a part-time basis.
- (3) The Departments of Parks and Recreation and Public Works will be responsible for maintaining the Park's plazas, open spaces, and infrastructure within the Urban Cultural Park. The Departments of Engineering, Public Works, and Community Development will also be required to provide additional services to the Urban Cultural Park related to capital improvement projects, facade improvement, rehabilitation, and other neighborhood development programs.
- (4) To protect its historically valuable resources within the Park and preserve these resources for future generations, additional planning review and regulation will be required. Responsibility for these activities will be distributed among the various City boards and commissions including the Planning Board, the Zoning Board of Appeals, and the Historic Review Commission.
- (5) The Mayor and Common Council will monitor the Urban Cultural Park program. The Common Council will also be responsible for approving capital improvement projects, appropriating revenue, and enacting legislation necessary to pursue the Urban Cultural Park program.
- (6) Intergovernmental cooperation is necessary for the implementation of the Urban Cultural Park program. County government will play an important role in the Urban Cultural Park program by cooperating with the City, especially in areas of economic development and public information. The State government, through the Office of Parks, Recreation, and Historic Preservation, will make grants available to the Urban Cultural Park communities on a matching basis for public improvements, interpretive programs, and economic development activities associated with the Urban Cultural Park. Other State agencies

including the New York State Council on the Arts, the Urban Development Corporation, and Departments of State, Commerce, and Education will also provide funding and technical assistance for the implementation of the Urban Cultural Park. The U. S. Department of Interior has committed its support to the New York State Urban Cultural Park initiative, both in terms of endorsement of the Urban Cultural Park concept and funding to undertake Urban Cultural Park-related capital improvement projects.

All the levels of government--federal, state, and local--are joined together in partnership with the private sector to promote the development of the Urban Cultural Park system and to stimulate economic development activities which are an integral part of the Urban Cultural Park concept. While the Urban Cultural Park program was conceived and initiated by government, genuine active participation by the private sector is essential to the program's success.

b. Long Term - after 1987

- (1) The Urban Cultural Park Commission will continue to oversee and coordinate the implementation of the Management Plan as described for the short term.
- (2) As the Historic Kingston Urban Cultural Park becomes established, the directorship will become a full-time position to be supported by a program director, secretary/bookkeeper and other part-time staff and volunteers.
- (3) - (6) These areas of management responsibility remain the same as for the short term.

The following section describes the environmental impacts associated with the establishment of the Kingston Urban Cultural Park.

B. IMPACTS

The implementation of the Kingston Urban Cultural Park Management Plan will result in both positive and potentially negative impacts. The purpose of the Urban Cultural Park plan is to stimulate the redevelopment of Urban Cultural Park communities through programs related to preservation, education, recreation, and economic development. The following identifies the benefits of the Kingston Urban Cultural Park Management Plan and potential adverse impacts as well.

## 1. BENEFICIAL IMPACTS

### a. Increased Income to Private Sector

The Urban Cultural Park is anticipated to attract additional hundreds of thousands of visitors each year. These visitors will require services and goods during their visit. It is anticipated, with full implementation of the Management Plan after the first year of operation, the anticipated annual expenditure by visitors to the Urban Cultural Park will total \$7.8 million. After the fifth year of the Urban Cultural Park Plan, it is anticipated that this sum will increase to over \$17 million.

### b. Increased Job Opportunities

The employment-effective expenditures for development and revitalization of the Urban Cultural Park facilities has been determined by direct and indirect jobs based upon rates between construction expenditures and direct and indirect jobs created. The development and revitalization programs associated with the implementation of the Urban Cultural Park Management Plan will generate an average of 90 jobs annually in the Kingston area.

### c. Increased Sales Tax

It is estimated that, in the fifth year of operation of the Urban Cultural Park, day visitors' spending will be generating an additional \$159,000 annually in sales tax quotient. Sales tax will also be collected from the sale of construction materials in the various construction projects associated with the Urban Cultural Park. Based on an estimated construction investment in the retail and restaurant facilities of \$1.8 million over five years and construction expenditures for Urban Cultural Park development and revitalization of \$15.2 million over eight years, it is estimated that additional sales tax will generate an additional \$226,000.

Sales tax will also be collected on expenditures resulting from increased earnings. Based on increased earnings of \$1.9 million over five years from investment in retail and restaurant facilities and increased earnings of \$15.6 million over eight years for Urban Cultural Park development and revitalization programs, it is estimated that sales tax collections will total approximately \$230,000.

### d. Improved City Environment

One focus of the Urban Cultural Park is the physical improvements to historic neighborhoods within the City of Kingston. These improvements will include preservation of historic buildings, street and landscape improvements, sign guidelines, and improvements to recreation facilities. These activities will tend to stabilize and improve the quality of life within the City of Kingston, New York.

e. **Increased Recreation Opportunities**

The Kingston Urban Cultural Park Management Plan, in conjunction with the Kingston Local Waterfront Revitalization Program, will promote increased access to the City's waterfront. In addition, neighborhood and City parks associated with the Urban Cultural Park are scheduled for improvements to include additional facilities and upgrading of existing facilities. Other programs such as tours, festivals, and cultural programs also provide additional alternative recreation programs for the citizens and visitors to the City of Kingston.

f. **Increased Educational Opportunities**

One of the major goals of the Kingston Urban Cultural Park is to provide additional educational opportunities for visitors and Kingston citizens. The programs proposed in the Management Plan promote educational opportunities for visitors, schoolchildren, and adults within the City of Kingston, New York. These programs will educate participants in the history of Kingston and the development of New York State. Through these programs, citizens will become more aware of the community in which they live.

2. **ADVERSE IMPACTS**

a. **Increased Costs**

The implementation of the Kingston Urban Cultural Park will require the expenditure of public and private funds. These funds will be used for the administration of the program as well as the construction of facilities. Over the eight-year period of the program, it is anticipated that the City of Kingston will expend approximately \$2.64 million. The State government is expected to expend approximately \$860,000 on their part of the Urban Cultural Park program, and the Federal government will share approximately \$3.2 million of the expenditures. These expenditures are anticipated to be spent over an eight-year implementation period.

b. **Increased Local Public Responsibility and Services**

The City of Kingston plans to implement the Urban Cultural Park Management Plan by utilizing existing City departments and agencies. Planning and Zoning Board activity will increase. Building permit and inspection activity will also increase. Additional services will be required such as police and health care. Utility services, although available, may have to be extended or improved to service certain types of development, especially industrial and commercial growth along the Hudson River. New roads, sewer, and improvements to water services may be required for activities related to development of the Hutton Brick Yard and Island Dock.

c. Increased Traffic

Increased activity in the Urban Cultural Park area will generate increased automobile traffic and parking demands within the Urban Cultural Park. Increased automobile traffic will result in increased air pollution, noise, oil contamination, water runoff, and demands to provide and maintain roads and public parking facilities.

As activity along the waterfront increases, increased boat traffic will be generated in the Rondout Creek and Hudson River areas. This increased activity will create congestion in the Rondout Creek and at the mouth of the Rondout where the width of the channel is limited. Increased boat traffic, especially tour boat traffic, will also generate additional demands on parking facilities adjacent to the Rondout Creek.

C. MITIGATIVE MEASURES PROPOSED

The Kingston Urban Cultural Park Management Plan has responded to potential environmental impacts by implementing the following mitigative measures:

1. INCREASED LOCAL PUBLIC RESPONSIBILITIES AND SERVICES

The utilization of existing governmental structure and organizations will reduce the impact on the City. The Urban Cultural Park Commission and related staff will work and coordinate with the various City departments to insure efficient operations and maintenance procedures are followed. Since the City departments and agencies are already implementing programs similar to those identified in the Urban Cultural Park Plan, the implementation of the Plan will merely require the expansion of existing programs and activities rather than the creation of unfamiliar activities resulting in the need for retraining or reorganization.

2. INCREASED TRAFFIC

It is anticipated that an additional 200,000 tourists will visit Kingston after the fifth year of operation of the Urban Cultural Park Management Plan. This increased visitation will generate a demand on both the highway capacity and parking. Public parking areas have been identified for the Stockade, Rondout, and Broadway areas of the Urban Cultural Park. Mass transit is currently operating within the Urban Cultural Park. Further plans are proposed to provide additional alternatives for mass transit including extending a rail trolley from the West Strand to the Hudson River and providing a shuttle trolley from the Rondout to the Stockade area of Kingston. As the demand indicates, additional bus service will also be provided.

The Kingston Urban Cultural Park proposes the reestablishment of the day liner from communities along the Hudson River. Bus tours will also be encouraged as an alternative to automobile travel. The

combination of intercommunity mass transit and intra-park mass transit will encourage the reduction of automobile travel within the City of Kingston, New York.

The impact on boat traffic will cause increased boat congestion, increased marine discharge in coastal waters, and additional people visiting the waterfront. The City of Kingston will adopt a Local Waterfront Revitalization Program which responds to potential environmental impacts created by increased boat traffic by implementing the following mitigative measures.

- a. Site plan review of marina development by Kingston Planning Board will include intrusion on navigation lanes, ability of adjacent land to support ancillary uses, and services required by the facility.
- b. A marine discharge ordinance will require private marinas to provide marine discharge facilities to the public. This will encourage the legal and proper disposal of effluent and solid wastes, thereby reducing potential illegal dumping of waste in the Rondout Creek and Hudson River.
- c. A waterfront overlay district along the Rondout Creek will encourage uses which are water-dependent, thereby providing services to increased water traffic. Also, it encourages the provision of public access to the waterfront. This will provide more activity space to accommodate increased users.
- d. The U. S. Army Corps of Engineers proposes to assist the City in the reconstruction of a dike connecting from the mainland to the Kingston Lighthouse. The construction of this pier and related improvements proposed by the U. S. Army Corps of Engineers is proposed to improve the navigation lanes in and out of the Rondout Creek.

#### **D. ALTERNATIVES CONSIDERED**

As part of the planning process for the Urban Cultural Park Management Plan, two alternatives to the proposed action were considered: no action and an Urban Cultural Park development corporation.

##### **1. NO ACTION**

One alternative for the City of Kingston is to drop out of the New York State Urban Cultural Park program. Activity related to this program has already begun through efforts in the West Strand Plaza area, Kingston Point Park, and the Historic Kingston UCP Visitors Center.

Much effort on the part of the State, the City government, and the Citizens' Advisory Committee would be dismissed. To terminate this activity would discourage valuable involvement on the part of local citizens in the City of Kingston. The New York State Office of Parks

and Recreation has committed many hours and funding to the implementation of the Management Plan at this time. Future funding from OPRHP could be jeopardized.

The concept of the Urban Cultural Park is a sound one for the City of Kingston. The implementation of the park plan will attract additional tax revenue and investment in the City.

Not to implement the Urban Cultural Park Management Plan at this time would discourage citizen involvement and State investment in the City of Kingston. The financial benefits derived from participation in the Urban Cultural Park Plan would also be unrealized if the plan were not implemented.

## **2. URBAN CULTURAL PARK DEVELOPMENT CORPORATION**

The management structure was originally proposed to include the creation of an Urban Cultural Park Development Corporation. This entity would provide certain functions related to the acquisition and improvement and disposition of property through various programs including loans, grants, and technical assistance. The Corporation would work with private investors for the purpose of preserving or developing property within the Urban Cultural Park. After reviewing this alternative, it was agreed that agencies are active and efficiently implementing the activities proposed for this Development Corporation. Although the Corporation would be specifically oriented toward the Urban Cultural Park area, the establishment of another agency would, in effect, reduce the duties of existing agencies and increase costs for the functioning of new agencies.

Instead, the Kingston Urban Cultural Park Management Plan chooses to provide the existing agencies and City departments with more effective tools and responsibilities relevant to implementation of the program.

## **E. MATTERS TO BE DECIDED**

As of the date of this draft Environmental Impact Statement, the following matters have not been decided or approved:

### **1. ADOPTION OF THE URBAN CULTURAL PARK MANAGEMENT PLAN**

In order to effectively implement the Urban Cultural Park Management Plan, the programs, guidelines, and tools must be provided to the local City government, departments, and agencies. Those plans, programs, and structures are identified in "A. Action" above. In order to implement the plan, this management plan must be adopted by the Kingston Common Council.

### **2. FUNDING**

Once the Kingston Common Council has approved and adopted the Kingston Urban Cultural Park Management Plan, the City must approve the funding of the plans, programs, and management structures. In

order to undertake certain projects and programs, the City will apply for Federal, State, and private funding. The funding sources and amounts are identified by phase and priorities with emphasis on the projects or programs as they relate to funding agencies.

**3. CREATION OF AN URBAN CULTURAL PARK COMMISSION**

As part of the management structure for the Urban Cultural Park, an Urban Cultural Park Commission, director, and other staff have been identified to implement the Urban Cultural Park Plan. These commission and staff members must be identified, solicited, and approved in order to effectively operate the Urban Cultural Park.

## II. DESCRIPTION OF PROPOSED ACTION

### A. PROJECT PURPOSE AND NEED

#### 1. BACKGROUND AND HISTORY

Kingston's location at the junction of the Hudson River and the Rondout Creek established it as an important economic center very early in its history. Kingston was first settled as a trading post by the Dutch in the early 1600's in the area now known as the Stockade neighborhood. In 1776 New York's provincial, continental, and city public records were moved to Kingston for safekeeping from the British. In April 1777 the State's first constitution was adopted here. The State's first governor was promptly elected, the first legislature convened, and courts were established. Kingston became New York State's first capital. In the early 1800's, with the completion of the Delaware and Hudson Canal, the Village of Rondout was established as a major Hudson River port. The growth of the railroad after the Civil War further added to the prosperity of this waterfront area. In 1872 the Villages of Kingston, Rondout, and Wilbur were incorporated as the City of Kingston. Around the middle of the 19th century, stone quarrying and masonry manufacturing became important industries along the waterfront. Some years later, brick manufacturing and harvesting of ice became prime products of the region. By the turn of the 20th century, however, a combination of technical changes drastically altered Kingston's economic situation. This, coupled with the closing of the Delaware and Hudson Canal due to improved overland transportation in the last decade of the 19th century, led to the decline of Kingston as an important river port and commercial center.

In 1978 New York State adopted a program for the preservation and enhancement of those communities which exemplified the development of New York State through its cultural and natural resources. Kingston was identified as a community which contributed to the growth of New York State through the development of its transportation systems and, in particular, its role as a major Hudson River port. Later, a secondary theme of government was established due to its role as the first capital of New York State and its unique evolution as a City. In 1980 the City of Kingston prepared a feasibility study. This feasibility study identified resources and evaluated their potential as interpretive elements in defining the themes identified for the City of Kingston. In 1984 the City of Kingston began the preparation of this Management Plan. The Management Plan updated the feasibility study and further identified plans, programs, and a management structure to implement the Kingston Urban Cultural Park Plan. Upon approval of the Urban Cultural Park Management Plan, Kingston will complete the process for final designation as an Urban Cultural Park within the State's Urban Cultural Park system.

## 2. PROJECT GOALS AND OBJECTIVES

The Kingston Urban Cultural Park defines individual park goals and objectives within the context of four overall State Urban Cultural Park goals. These goals include:

- a. Reservation of Kingston's historic, cultural, and physical resources;
- b. The education of tourist, citizen, and the youth of Kingston related to the origin and development of the City of Kingston;
- c. Recreation for visitors and citizens utilizing the built, cultural, and natural resources of Kingston; and
- d. The economic revitalization of the City of Kingston.

## B. LOCATION

### 1. REGIONAL CONTEXT

The City of Kingston is located on the West Shore of the Hudson River in Ulster County at a point approximately 90 miles north of New York City and 52 miles south of Albany, New York. The Rondout Creek enters into the Hudson at the southern boundary of Kingston.

### 2. PROJECT BOUNDARY

The Kingston Urban Cultural Park is divided into two general areas. These areas are associated with the former Villages of Kingston and Rondout, which were joined to form the City of Kingston in 1872. The Rondout area generally includes the Rondout/West Strand National Historic District, Island Dock, and the nearby Ponckhockie neighborhood. Four significant parks are located within the boundary of this section of the Urban Cultural Park including Kingston Point Park, Hasbrouck Park, Block Park, and the recently-completed West Strand. This section of the Urban Cultural Park also extends along the Hudson River to include the Hutton Brick Yard.

The portion of the Urban Cultural Park, which is associated with the former Village of Kingston, is situated at the western end of the Urban Cultural Park. Here, the Urban Cultural boundary encompasses the Stockade National Historic District, the City's uptown commercial district, and immediately adjacent neighborhoods. These two main areas are linked by corridors. These corridors include the Broadway commercial area linking the Stockade to the West Strand area; and Wilbur Avenue, linking the Stockade to the historic settlement of Wilbur. Wilbur is then linked to the West Strand area by a waterfront corridor along Abeel Street and the Rondout Creek.

Viewed on a map, Kingston's Urban Cultural Park appears as a rough triangular shape focusing on historic, cultural, and recreational resource sites. The Broadway and Wilbur Avenue links join into the Stockade to form two sides of the triangle. The Rondout corridor, which both links intersect, forms the third side.

### 3. REGIONAL ACCESS PATTERNS

#### a. Highways

The City of Kingston and the Urban Cultural Park is easily accessible to the New York State Thruway. U. S. Route 9W, a major north-south highway, passes through the City of Kingston and provides a toll-free alternative route to the Thruway from Albany to the north and Newburgh and New York City to the south. New York State Route 32 also intersects the Urban Cultural Park area and connects Kingston with New Paltz to the south. Route 28 provides access to the west into the Catskill Mountain area. Finally, Route 213 provides access from the south.

#### b. Rail

All rail passenger service to the City of Kingston has been discontinued. Freight service, however, still exists, and active lines are evident within the Urban Cultural Park area.

#### c. Water

The Hudson River and the navigable portion of the Rondout Creek serve both commercial and recreational vessels. Recently, increased activity including river cruises and improved docking facilities and services have regenerated Kingston's role as a river port.

### C. CONSTRUCTION PROGRAM

The Kingston Urban Cultural Park program is intended to provide guidance and implementation structure for the City to protect, enhance, and utilize its cultural and natural resources. The construction of various improvements will provide a setting for the interpretation of Kingston's cultural and historic resources. These improvements will also provide recreational opportunities for those who utilize the park. Construction within the Park will also preserve those historic and cultural landmarks important to Kingston's history and development as an Urban Cultural Park. The Kingston Urban Cultural Park Plan focuses and builds on existing resources and in-place systems overseeing implementation and activities in the Urban Cultural Park area. It further proposes public improvements and activities which will encourage private activities in the Urban Cultural Park.

## 1. PLANS, PROGRAMS, AND CONSTRUCTION

The City of Kingston proposes to implement the Urban Cultural Park Program through the development and improvement of facilities, through programs to encourage private investment, and through interpretation and promotion of the Urban Cultural Park. The following section describes those plans, programs, and construction projects required for the implementation of the Urban Cultural Park Plan in the City of Kingston, New York.

### a. National Register Nominations

The City of Kingston proposes to expand its existing historic districts and submit additional districts for nomination to the National Register of Historic Places. The preparation and documentation of National Register submissions will take approximately three years. It is anticipated that this activity will begin in 1987 and be completed by 1990.

This activity is intended to encourage the stabilization of historic properties in the Stockade and Rondout areas as well as the Ponckhockie and the Wilbur settlement areas. Once listed on the National Register, properties become eligible for tax credits. This tax advantage encourages the rehabilitation of historic properties.

### b. Rondout 2 Lighthouse

The City of Kingston, in cooperation with the Kingston Maritime Museum and the U. S. Army Corps of Engineers, proposes to reconstruct the pedestrian access to the lighthouse by rehabilitating a deteriorated dike which connects the lighthouse to the Rondout shore. The reconstruction of the dike is anticipated to begin in 1987 and will take approximately two years to complete.

The dike will not only be used for access for the lighthouse, but will also provide additional recreational opportunities as a fishing pier. The dike is further intended to identify and stabilize the navigational channels at the mouth of the Rondout Creek.

### c. Kingston Point Park

Since the late 1970's, the City of Kingston has been transforming a landfill on Kingston Point into a passive and active recreation area. This landfill, combined with a public beach and wetland area, establishes the largest park in the City of Kingston. To date, emphasis has been placed on promoting active recreation. Future improvements will focus on more passive recreation, educational programs, and redeveloping and interpreting waterfront activities. As part of this new focus, docking facilities for day liners will be reconstructed on the point primarily for downstate and Hudson River communities to

visit Kingston by boat. Currently under construction, the redevelopment of Kingston Point Park is anticipated for the next eight years.

As the Kingston Point Park is constructed, its role within the Urban Cultural Park will develop as a major node and historic interpretive area. Its role as a historic and interpretive center will attract visitors by boat along the Hudson River and Rondout, by rail, and by automobile.

d. **West Strand Plaza**

The development of the public plaza and park adjacent to the Rondout Creek has been undertaken as a part of a major redevelopment program for the West Strand/Broadway area. Future plans include extending the plaza eastward to connect with the Maritime Museum and westward to the Port Ewen Suspension Bridge. Construction of this expansion is anticipated to take two years and will begin in 1987 and be completed in 1988.

The expansion of the West Strand Park is anticipated to further encourage rehabilitation and revitalization of the waterfront area. As the waterfront area is used more by visitors and boating enthusiasts, additional access to the waterfront as well as open space will be required to accommodate increased usage. This public open space will also further encourage rehabilitation and adaptive reuse of properties along the waterfront.

e. **Hasbrouck Park**

As part of the Kingston Urban Cultural Park program, Hasbrouck Park will be upgraded for use as a passive overlook to the Rondout Creek and Hudson River Valleys. Improvements will include upgrading of existing roads, ballfields, and picnic facilities. Improvements to Hasbrouck Park are anticipated to begin in 1992 and continue for two years.

The views from Hasbrouck Park include both the Rondout and Hudson River Valleys. This unique view provides interpretive opportunities related to the history of both waterways and Kingston in the development of New York State.

f. **Block Park Improvements**

As part of the Kingston Urban Cultural Park program, Block Park will be upgraded. Additional play equipment will be added, and the ballfield will be upgraded and refurbished. Rehabilitation of Block Park is anticipated to take approximately two years and will be initiated in 1987.

Block Park will be upgraded as a stimulus for neighborhood rehabilitation and to better serve the City's recreation needs. As Urban Cultural Park functions including neighborhood

activities increase, the use of parks and the need for improved, expanded facilities will be met through improvements to Block Park.

g. **Island Dock Park**

Island Dock Park will be a passive park at the eastern tip of Island Dock. It is anticipated that this park will be initiated by the private developer of Island Dock. The City of Kingston, however, will contribute to the development of this facility, which is located at a strategic point overlooking West Strand and other relevant historic resources. The timing of this project is dependent upon the private development of Island Dock. At present, it is anticipated to take approximately one year to construct and has been targeted for construction in 1989.

The public role in the construction of Island Dock Park is anticipated to assist in the leverage of the Island Dock development as well as provide amenities for both local residents and visitors to the Kingston Urban Cultural Park area.

h. **Wilbur Avenue Park**

Wilbur Avenue Park will be constructed on the east side of Wilbur Avenue on City-owned land between the Stockade neighborhood and the Wilbur neighborhood. Its construction is anticipated to take approximately one year and is scheduled for development in 1987.

The Wilbur Avenue Park is anticipated to provide a quiet, passive recreation area outside the main activities of the Urban Cultural Park.

i. **Cornell Park**

Cornell Park is a hillside park in the Rondout neighborhood. This park is both an active playground at the lower area and a passive park on the upper level. This park, although well-maintained, is beginning to show signs of deterioration. The rehabilitation of Cornell Park is anticipated to take only one year and is scheduled for construction in 1993.

Rehabilitation of Cornell Park will continue to stimulate the revitalization of the Rondout neighborhood and provide active recreation for both neighborhood residents and Urban Cultural Park users.

j. **Parking Lots**

Additional parking facilities are anticipated to be required in the Rondout area and Broadway link of the Urban Cultural Park. The construction of additional parking facilities will parallel the growth of the Urban Cultural Park system within the City of

Kingston. With the exception of parking facilities in the East Strand right-of-way, which is scheduled for 1986, the remainder of the park facilities are anticipated to be constructed over a five-year period beginning in 1989.

As the Kingston Urban Cultural Park develops, visitation to attractions and Urban Cultural Park activities will increase. Once visitors arrive at the park, mass transit and walking tours are planned to minimize traffic. Parking facilities, however, will be required to facilitate the automobiles either at terminals for transit systems or at attractions for those who do not utilize mass transit systems.

k. **Rondout Visitors Center**

At present, all current proposals for the development of a second visitors center in the Rondout area include the construction of a new building that is solely an Urban Cultural Park Visitors Center, renovation of an existing building that is solely an Urban Cultural Park Visitors Center, combining a Visitors Center with a proposed Trolley Museum expansion, or, if the Maritime Museum relocates, full occupancy of the Maritime Museum. The Rondout Visitors Center is anticipated to be constructed in 1990. Anticipated length of construction is one year.

The Kingston Urban Cultural Park includes two major interpretive areas, each concentrating on different themes. The Stockade area will focus on government while the Rondout area will focus on transportation and industry. Once sufficient activity justifies expansion, the Rondout Visitors Center will be established to welcome visitors entering the Urban Cultural Park area from the east and south as well as providing this unique focus on the transportation theme.

l. **Signalization**

The Historic Kingston UCP Visitors Center is located directly across Clinton Avenue from the Senate House complex. It will function as the single Visitors Center to the Urban Cultural Park until such time as the Rondout Visitors Center is constructed. As the number of pedestrians crossing increases this busy street and intersection will require a pedestrian crossing light. It is anticipated that the level of use at this area will require the construction of a crossing light in 1988.

m. **Landscape/Streetscape Improvements**

This program is designed to improve the park's streetscapes and landscapes. Elements such as pavings, benches, street lighting, and planting will be utilized to unify the Urban Cultural Park and identify areas of different use, importance, and interpretation. Construction of these elements are anticipated to begin in 1987 and continue for a seven-year period.

The landscape/streetscape elements will be used to identify areas of different use, importance, and interpretation. A variety of pavements is recommended based upon location related to historic elements, use area, importance to the Urban Cultural Park program, and existing conditions. Benches, trash receptacles, tree grates, and lighting fixtures will be used to establish environmental character throughout the Urban Cultural Park..

n. **Signage**

The Kingston Urban Cultural Park signage program will develop advertising, interpretive, and directional signage which will be in harmony with the historic character of buildings and settings. Signage will include arrival signage, directional signage, interpretive signage, and a major orientation sign at the entrance to the Urban Cultural Park from the New York State Thruway. The installation of signage is anticipated to begin in 1986 and correspond with the growth of the Park through 1992.

The signage proposed for the Urban Cultural Park will supplement paving types and furniture in distinguishing the Park from other areas of the City. As part of the signage program, guidelines for commercial signs are also included. Once completed, this signage program will result in an improved environment as well as one which creates a unified setting for the Urban Cultural Park.

o. **Facade Program**

The Broadway/West Strand area has recently undergone a major facade program. The Stockade is targeted for reemphasis of the buildings' facades. The Broadway link is a third priority followed by Wilbur and the Ponckhockie and Rondout commercial areas. A revolving fund will be established by low interest loans to encourage businesses to improve the quality of their storefronts and facades. The facade program is anticipated to begin in 1986 and continue for eight years.

The purpose of the facade program is to facilitate the proper rehabilitation of commercial storefronts and facades in accordance with the U. S. Department of Interior Standards and in a manner consistent with the goals and objectives of the Kingston Urban Cultural Park.

p. **Interpretation and Promotion**

The interpretation and promotion of the Urban Cultural Park includes development of exhibits and displays, brochures, and various methods of advertising. Tour brochures, maps, posters, bus cards, exhibits, and displays are a few of the vehicles to be used in the interpretation and promotion program. These activities will begin in 1986 and continue for the life of the Urban Cultural Park.

The activities undertaken through interpretation and promotion of the Urban Cultural Park are intended to communicate the theme of the Park to the general public, both local and tourists. Interpretive and promotional elements will also be utilized by the "I Love New York" campaign. The interpretation and promotion elements of the Urban Cultural Park Plan are, perhaps, the most important section of the Plan in that they advertise and encourage visitors to use the Urban Cultural Park.

q. Recreation

Urban Cultural Park activities include the construction of recreation facilities; programs and special events will be scheduled within these facilities and other areas of the Park. The development and operation of programs will begin in 1986 and continue through the life of the Urban Cultural Park.

Recreation is one of the four major goals of the New York State Urban Cultural Park system. Scheduling recreation activities will contribute to the excitement and interest the Kingston Urban Cultural Park will offer visitors and residents alike.

2. **OPERATIONS**

The management structure for the Kingston Urban Cultural Park includes two sections: Administration, Operations, and Maintenance. The administration of the Park will require additional staffing to be developed as the Park grows. The operations and maintenance of the Kingston Urban Cultural Park will be undertaken in large part by existing City departments and forces. The implementation of the Kingston Urban Cultural Park will be overseen by a volunteer Commission appointed by the Mayor and the Common Council. An Executive Director will run the program on a day-to-day basis. As the Park develops, additional support staff will be added to coordinate and undertake specific tasks or areas of the Urban Cultural Park program.

Operations and maintenance of the Kingston Urban Cultural Park will be shared between the administrative staff and City departments. Urban Cultural Park-designated staff will undertake more promotion, interpretive, and coordination functions. City departments will assist in recreation programs, events, and maintenance of the Urban Cultural Park facilities.

The Urban Cultural Park Commission and staff will strive to develop and maintain cooperative working relationships with a range of appropriate local, non-profit agencies in its effort to promote recreation, education, preservation, and economic development in the Park itself. Such agencies include, but are not necessarily limited to, the Maritime Museum, the Trolley Museum, the Ulster Performing Arts Center, and Friends of Historic Kingston.

The Urban Cultural Park Commission will also work closely with other regional agencies including the Ulster County Chamber of Commerce, the Ulster County Public Information Office, and the Ulster County Department of Planning. Economic revitalization programs will be assisted by the Ulster County Development Corporation.

State agencies will also assist the Kingston Urban Cultural Park. The Department of Commerce will assist Kingston both in areas of tourism/promotion and economic development. The Office of Parks, Recreation, and Historic Preservation will assist in funding programs for the Urban Cultural Park as well as providing technical assistance. Kingston's Urban Cultural Park enjoys a unique relationship with OPRHP in that the Historic Kingston UCP Visitors Center is owned by the State and will be operated under a lease agreement between the City and this agency. OPRHP also runs and operates the Senate House complex which is a major interpretive element in the Park and is an integral part of the Stockade node.

A significant portion of Kingston's Urban Cultural Park lies within the coastal zone set forth in the City's Local Waterfront Revitalization Program. The Department of State administers this program at the State level. Thus, it is expected that the Urban Cultural Park Commission will coordinate with the Department of State in matters relating to improvements within the coastal zone.

The Urban Cultural Park Commission will seek assistance from the New York State Department of Education, primarily where issues involving State education policy or State aid for educational programs are concerned. The Commission will deal with local school districts and the Board of Education in establishing educational programs related to the Urban Cultural Park.

In the course of developing programs in areas of historic preservation, education, interpretation, and recreation, the Commission will approach the New York State Council on the Arts for funding and technical assistance. This relationship may be direct or may be in conjunction through a third organization such as the Ulster County Performing Arts Center.

The Department of Transportation and the New York State Thruway Authority will be responsible for the construction of signage to attract and assist motorists in identifying and traveling to the Kingston Urban Cultural Park.

#### **D. APPROVALS/FUNDING**

##### **1. ORGANIZATIONAL DEVELOPMENT**

The Kingston Urban Cultural Park Management Plan proposes to utilize many of Kingston's in-place organizations and agencies. It is anticipated that, by utilizing these existing organizations, costs can be minimized and efficiencies realized over duplicating efforts of existing agencies within the Urban Cultural Park area. The City of Kingston, however, will be required to establish a permanent Urban

Cultural Park Commission, which will administer the Park and associated programs and oversee the implementation of the Management Plan. Once in place, this Commission will be required to report its activities to the Mayor and Common Council on a regular basis. The Urban Cultural Park Commission will be required to administer and oversee the Kingston Urban Cultural Park and its programs in a manner consistent with concepts, goals, and objectives set forth in relevant State and local legislation as approved by the City Council and the State of New York Office of Parks, Recreation, and Historic Preservation.

A part-time Executive Director must be hired to oversee the day-to-day functions of the Urban Cultural Park. As the program develops, this Director will require a part-time staff as well as a secretary-bookkeeper. A Program Director will also eventually be required to specifically deal with that area of the Urban Cultural Park plan.

## 2. FUNDING

The City of Kingston proposes to implement the Urban Cultural Park program through the development and improvement of public facilities, through programs to encourage private investment, and through interpretation and promotion of the Urban Cultural Park. The levels of investment associated with the implementation of the Urban Cultural Park will be shared by local, State, Federal, and private contributions.

Total expenditures over the next eight years for the Urban Cultural Park are as follows:

<u>Implementation Year</u>	<u>Amounts in Thousands of Dollars</u>
1986	\$ 306.0
1987	1,143.6
1988	1,285.6
1989	728.6
1990	807.9
1991	791.6
1992	1,003.6
1993	1,511.6
Total Program Cost Over Over Eight Years	\$ 7,578.5

Funding levels anticipated from various agencies will vary from to program to program and year to year. Available funding will be based on funding formulas of the agencies and the programs involved. Over the eight-year period, it is anticipated that the total costs from various funding sources for the Kingston Urban Cultural Park are as follows:

<u>Funding Source</u>	<u>Amount in Thousands of Dollars</u>
Private	\$ 879.50
State	859.52
Local	2,638.08
Federal	3,201.40
 Total Cost Over Eight Years	 \$ 7,578.50

The following agencies have been identified which will assist the City of Kingston in the implementation the Urban Cultural Park Plan either through funding or technical assistance.

State agencies include the New York State Office of Parks, Recreation, and Historic Preservation, the New York State Council on the Arts, the "I Love New York" campaign, and the New York State Urban Development Corporation. Federal agencies include the U. S. Army Corps of Engineers, the U. S. Department of Interior, and the Small Cities program. Private sector donations and contributions include participation by the Friends of Historic Kingston, the Tree Fund, and private developers where public improvements and private construction are undertaken coincidentally.

Creative co-sponsoring of special events and projects within the Urban Cultural Park Program will reduce actual and out-of-pocket expenditures for the City of Kingston. Construction of public facilities are also proposed to be undertaken whenever possible by in-kind service. By using City force account labor, the projected costs of the construction of these public facilities will be substantially reduced.

### III. ENVIRONMENTAL SETTING

In order to identify potential environmental effects of the Kingston Urban Cultural Park Management Plan, the existing environmental setting of the area affected by the Plan must first be described. A comparison of environmental characteristics with and without the project will determine environmental impact. The following is a comprehensive description of the environmental setting of the project site, nearby areas, and affected region. Each relevant environmental characteristic will be discussed to a degree of detail sufficient to provide an understanding of existing environmental condition. Attention will be generally focused on those environmental characteristics that are most likely to be affected by the project.

#### A. NATURAL RESOURCES

##### 1. GEOLOGY

###### a. Subsurface

The City of Kingston lies in the Hudson lowland area of the Valley and Ridge Physiographic Province of the eastern United States. The Hudson lowland area is made up of a complex of six regions at different elevations, rock type, and rock structure. The Rondout-Esopus Valley region dominates the upland area of the City of Kingston following the Rondout Creek. This area is comprised of once folded and faulted Devonian and Silurian limestones, shales, and sandstones. The Marlborough Mount region, located along the Hudson River, is comprised of twice-folded and faulted or Ordovician sandstones, siltstones, and shales. This area contains natural rock outcrops and extensive abandoned limestone quarries. This industrial activity has created high cliffs as the last remnants of an abandoned cement industry. Interest in these deserted quarries by the general construction industry may result in reopening these quarries in the future.

###### b. Surface

The soils in the upland area of the Kingston Urban Cultural Park are generally comprised of a Hoosic-Schoharie-Chenango soil. This soil is generally deep, somewhat accessively drained to moderately well-drained, dominantly gentle sloping, moderately coarse-textures to moderately fine-textured soils. The soil association identified with the Rondout Creek and the Hudson River area is the Stockbridge-Farmington-Bath soil association. These soils can be generally deep to shallow, well-drained and somewhat accessibly drained, dominantly hilly, medium-textured soils, underlying dominantly with limestone in the upland areas. In addition to the soils naturally found within the City of Kingston, much of the land immediately adjacent to the

Rondout Creek is man-made land held back by bulkheads. This area generally includes the shoreline along the Rondout Creek from and including the Kingston Point to Hudson Street.

c. **Topography**

The upland area of the Kingston Urban Cultural Park is generally flat with intersecting valleys. The landscape is a series of benches and terraces. Slopes are mostly from 3 to 15 percent but can range up to 55 percent. Topography on the west shore along the Hudson River generally includes a shallow floodplain varying from 0 to 200 feet wide, and steep slopes raising 250 in elevation above the river. At the mouth of the Rondout Creek, the Kingston Point is a large lowland area within this floodplain. The topographic characteristics along the Rondout Creek are similar to that of the Hudson. The floodplain is less wide while slopes rise 200 feet above the elevation of the creek. Slopes are less steep in this area, therefore, settlements, historically, established on this waterfront.

2. **WATER RESOURCES**

a. **Groundwater**

The Kingston water supply is located west of the City. Most of the City is serviced by a public water system. The key exception is the industrial area along the Hudson River. In most of the waterfront area, the water table is generally high due, in part, to the shallow bedrock and the tide action of the Hudson River. Water table depth in other areas of Kingston does not impact upon the development proposed for the Urban Cultural Park.

b. **Surface Water**

The Hudson River is the largest body of water within the City of Kingston. At this location, the Hudson River is still influenced by tidal action, although there is not infiltration of salt water at this distance from the Atlantic Ocean. The Hudson River is classified "A" by the New York State Department of Health. There are swimming beach facilities off Kingston Point on the Hudson. The Rondout Creek is the second largest body of water within the Kingston Urban Cultural Park. A tributary to the Hudson, this water body is classified "C" by the New York State Department of Health. The Kingston Sewage Treatment Plant discharges into the Rondout Creek. The Twaalskill Brook is a tributary to the Rondout Creek at Wilbur. It drains areas north of the Rondout Creek and is also fed by springs in the Wilbur area.

There are numerous small freshwater wetlands upland from the Hudson River, however, many of these have been created by construction and mining activities. There is one significant wetland area on Kingston Point. The Kingston Marsh (K.E.4) is a freshwater wetland which is included as part of the Kingston

Point Park improvements program. It is one of only four freshwater wetlands which support migrating fowl along the Hudson River flyway.

Although not within the Urban Cultural Park, the Esopus Creek flows beneath entrance routes to the Park from the New York State Thruway. Views of the Esopus Creek could be developed from the picnic area at the caboose visitors center on Washington Avenue.

c. **Flooding and Erosion**

The Kingston waterfront area is influenced by tidal action in the Hudson River and the Rondout Creek. The floodplain does not significantly impact the Hudson River coast due to the steep slopes immediately adjacent to the shorelines. However, Kingston Point and the Rondout Creek waterfronts have shallower slopes set back in from the shore. The mouth of the Rondout Creek experiences flooding more frequently when high tide corresponds with heavy storms.

Steep slopes along both the Hudson River and the Rondout Creek and along streams and valleys within the Kingston Urban Cultural Park area subject to erosion. Their extreme steepness, however, does not permit normal construction, and many of these slopes have been mined. As a result, there are no areas of critical erosion within the Kingston Urban Cultural Park area.

Kingston's role as a river port resulted in the construction of bulkheads along the Rondout Creek. These structures are deteriorating and shoreline erosion is becoming evident in the areas where maintenance has been neglected.

Construction of Urban Cultural Park improvements in areas of steep slopes and adjacent to water bodies should include erosion control measures as part of their construction program.

3. **AIR RESOURCES**

a. **Quality**

Until 1985, Ulster County was classified as a non-attainment area for ozone pollution. As of this date, this designation no longer applies, and there are no development restrictions related to air quality in the Kingston Urban Cultural Park area.

b. **Climate**

In the City of Kingston, winters are cool and summers are moderately warm with occasional hot spells. The adjacent Catskill Mountains are markedly cooler than the lowlands where Kingston is located. Precipitation is well distributed

throughout the year. In winter, snow occurs frequently with occasional blizzards, and snow covers the ground most of the time.

In the winter, the average temperature is 26° Fahrenheit, and the average daily minimum temperature is 19° Fahrenheit. In the summer, the average temperature is 69° Fahrenheit, and the average maximum temperature is 77° Fahrenheit.

Total annual precipitation is 24 inches. Over 50 percent of this rainfall usually falls in the months of April through September. Thunderstorms occur on about 31 days each year, and most occur in summer. The average seasonal snowfall is 68 inches. On an average, 50 days have at least 1 inch of snow on the ground, but the number of such days varies greatly from year to year.

The average relative humidity in mid-afternoon is about 60 percent in the spring and 65 percent during the rest of the year. Humidity is higher at night, and the average at dawn is about 85 percent.

Kingston experiences approximately 65 percent sunshine during the summer and 35 percent in the winter. The prevailing wind is from the west-southwest, and the average wind speed reaches its highest point in the month of March at 12 miles per hour.

#### 4. TERRESTRIAL AND AQUATIC ECOLOGY

##### a. Vegetation

There are no unique or endangered vegetative species found in the Kingston Urban Cultural Park area. The Rondout Creek and Hudson River provide significant fish habitat. The length of the Rondout Creek without a barrier make it a desirable spawning ground for species found in the southern Hudson River area. Recreational fishing is greatly enhanced by a variety of fish found in the Kingston area. Striped bass; herring; smelt; and black, small and large mouth bass are found in the Kingston area.

The Kingston Marsh, on the Kingston Point, is one of four waterfowl hunting area in the lower Hudson River Valley. With the possible exception of the Canvasback Duck, Kingston's location in the Hudson River flyway make it ideal for most species of waterfowl which utilizes an eastern migrating route.

##### c. Wetlands

The Kingston Marsh is the only significant wetland area within the Kingston Urban Cultural Park. Although not identified as a tidal marsh, the tide does have an impact on the water level of this wetland. Approximately 24 acres in size, the Kingston

Marsh functions primarily as a wildlife habitat. Smaller wetlands in the upland areas also support wildlife and provide for stormwater retention and groundwater recharge.

## B. HUMAN RESOURCES

### 1. TRANSPORTATION SERVICES

#### a. Highway Access

Kingston is in the fortunate position of being a few hundred yards distance of Exit 19 of the New York State Thruway. Route I-587 and Washington Avenue connect this exit with the major street pattern of Kingston and the Historic Kingston UCP Visitors Center. New York State Route 9W, a major north-south highway, passes through Kingston and provides a toll-free route to Albany to the north and Newburgh and New York City to the south. New York State Route 28 connects the City to Oneonta and Utica. Route 209 leads to Middletown and Port Jervis while New York State Route 32 connects Kingston with the City of New Paltz. The Port Ewen Suspension Bridge, once U. S. 9W, is now delegated to local traffic while a new bridge to the east now carries the relocated Route 9W. Washington Avenue to the north brings traffic in from Exit 19, the New York State Thruway, to the Historic Kingston UCP Visitors Center. In doing so, it crosses the Esopus Creek just outside the boundary of the Urban Cultural Park. The Port Ewen Suspension Bridge, the new bridge carrying Route 9W across the Rondout Creek, and the Washington Avenue Bridge crossing the Esopus Creek are all important structures carrying traffic to the Kingston Urban Cultural Park.

All major routes into the Urban Cultural Park are in generally good condition. Local, collector, and neighborhood streets are being upgraded and improved as part of the City's overall street improvement programs. The following chart indicates the annual average daily traffic for the State and Federal highway routes and the estimated designed hour volume for each identified route at the entrance to the City of Kingston (Broadway excepted).

The estimated annual average daily traffic volume is calculated in both directions. Daily volumes on highways carrying seasonal traffic often vary widely from the annual average daily traffic having considerably higher or lower values depending on the season. The estimated design hour volume is the 30th highest hourly volume in one direction for the year of the traffic count. This value is given to the nearest 10 vehicles; the estimate is based on factors obtained from continuous count stations which relate design hour volumes to annual average daily traffic volume.

<u>Traffic Route</u>	<u>AADT</u>	<u>DH</u>
NYS Route 28 from east	9,150	570
NYS Route 28 from west	9,150	570
NYS Route 32 from south	6,200	380
NYS Route 32 from north	3,450	210
Broadway (32, 28)	16,200	1,190
NYS Route 9W from south	9,500	700
NYS Route 9W from north	10,400	640
Route 213 from south	4,950	390
Route I-87 from south	20,000	1,240
Route I-87 from north	18,500	1,150
Route I-587 from north	9,150	570

b. Water Transport

Both the Hudson River and Rondout Creek have navigational channels large enough to accommodate larger ships. At present cruise lines are scheduled for docking at Kingston on the Rondout Creek regularly. This trend is expected to continue and grow as the development of the waterfront area continues.

c. Parking Facilities

Parking facilities are available within the Urban Cultural Park. In the Stockade area, parking is available at the Historic Kingston UCP Visitors Center, and at the public parking garage and at other surface parking lots. At present the public parking garage operates at 60- to 70-percent capacity during peak periods.

Proposed development in the Rondout area will require additional parking. A parking study has been completed locating potential parking opportunities. The City proposes to construct 100 additional spaces beyond those identified in the parking study to be located in the island area in the middle of the East Strand east of Broadway.

d. Transportation

Bus service is available throughout the Kingston Urban Cultural Park. The Kingston bus service is sponsored by the City and is operated out of the Engineering Department. In addition to local service, there is also intercity service provided by commercial bus companies.

e. Pedestrian Environment

Sidewalks are provided in the Stockade, Rondout, and Broadway areas of the City. The West Strand Park will extend a boardwalk along the Rondout waterfront to accommodate additional waterfront use. Other streets within the Urban Cultural Park, however, do not generally include sidewalks.

## 2. LAND USE AND ZONING

Within the Kingston Urban Cultural Park, certain smaller areas exist in which land use is particularly relevant to the themes, goals, and objectives of the Park. These areas have been categorized in this Plan as core areas, historic areas, peripheral areas, and links.

### a. Core Areas

There are three core areas within the Kingston Urban Cultural Park: the Stockade, the Rondout, and Kingston Point Park.

The Stockade core area includes the Historic Kingston UCP Visitors Center, the Senate House Museum complex, and vacant land extending to the Catskill Mountain rail line. The land use in this area is particularly relevant to the Urban Cultural Park Plan.

The second core area is located along the Rondout Creek in the vicinity of Broadway. This area includes the West Strand, lower Broadway frontage, vacant urban renewal land, the waterfront from the Cornell Shops to the Port Ewen Suspension Bridge, and a portion of Island Dock. Land uses in this area include the Hudson River Maritime Museum, the Trolley Museum, mixed commercial and residential uses, and waterfront docking space.

Kingston Point Park, the third core area, includes active recreation facilities, a freshwater wetland, and active trolley lines connecting to the Trolley Museum in the Rondout core area.

### b. Historic Areas

Historic areas will become the focus of interpretive and revitalization activities within the Urban Cultural Park. There are three historic areas: the Stockade National Historic District, the Rondout National Historic District, and the Chestnut Street Historic District.

A mixture of uses exists within the Stockade Historic District including commercial, retail, office, government, single and multi-family residential, and public and institutional uses. Kingston's central business district is located within the Stockade area. The diversity of activity and the history of this area has created opportunities for economic growth through full utilization of existing structures.

The Rondout Historic District includes commercial uses at the fringe of the district along Broadway and West Strand and both single and multi-family residential. This area contains many more vacant properties than the Stockade area and is a major focus for redevelopment.

The Chestnut Street Historic District has recently been listed on the National Register of Historic Places. This area is a residential district overlooking the existing Rondout Historic District. It is primarily comprised of large, single-family homes which are slowly being converted into multi-family residential units.

c. Peripheral Areas

Peripheral areas will provide a backdrop to the core areas and historic districts. Peripheral areas include the Wilbur and Ponckhockie neighborhoods. Wilbur is a small neighborhood at the western edge of the Urban Cultural Park-Rondout Creek link. Nestled between steep, wooded slopes and the Rondout Creek, it provides a unique opportunity for revitalization and preservation efforts. This area has a high vacancy rate and includes commercial and industrial uses as well as both single and multi-family residential.

The Ponckhockie neighborhood is situated between Hasbrouck Park and Kingston Point Park. This neighborhood is predominantly residential in character.

d. Links and Corridors

There are three areas which have been categorized as links or corridors: Broadway, Wilbur Avenue, and the Rondout Creek between the settlements of Wilbur and the Rondout.

The Broadway link is the main route between the Stockade area and the Rondout area. This area includes primarily commercial and industrial uses as well as the City's hospital and high school. This mix of uses within this strip development creates unique opportunities based upon the uses of the school, hospital, the performing arts center, and numerous industries located along the Broadway corridor.

The Wilbur link was the original route of wagons carrying bluestone to be shipped down the Rondout Creek to the Hudson River ports beyond. While this area is predominantly residential in character, the tobacco company located in a school building provides an interpretive opportunity not found elsewhere in the Urban Cultural Park.

The Rondout Creek corridor stretches from the Wilbur neighborhood through to Kingston Point Park along the Rondout Creek. Land uses vary within this area from water-related public and private recreation to shipbuilding and water-dependent utility port activities to non-water-related scrapyards to water-enhanced commercial and residential uses.

The Kingston Urban Cultural Park themes of Transportation and Government lend themselves to interpretation within the context of existing general land use patterns. However, as the level of

activity generated by the Urban Cultural Park increases, it is expected that land use in high activity areas will change in response to the pressures exerted by economic development.

### 3. **COMMUNITY SERVICES**

#### a. **Educational Facilities**

The Kingston Urban Cultural Park is serviced by the Kingston Consolidated City Schools as well as parochial schools and private schools. These facilities adequately serve the Urban Cultural Park. Improvements planned for the Urban Cultural Park area will not adversely impact these services. Under the Urban Cultural Park Plan, educational programs will be developed to include the Kingston schools. It is anticipated that all age groups will utilize the facilities of the Urban Cultural Park as a living learning tool.

#### b. **Police Protection**

The Kingston Urban Cultural Park is serviced by the City Police Department. It is anticipated that increased activity due to the Urban Cultural Park program will increase police responsibilities. The types of crimes in the City of Kingston should shift also. Increased activities and building rehabilitation programs will reduce crimes related to underutilized and substandard areas while crimes associated with active, upgraded areas will increase. Increased tourist activity will also attract certain types of crime related to tourism and a transient population.

#### c. **Fire Protection**

The Kingston Urban Cultural Park area is serviced by the municipal fire department. It is anticipated that activities will decrease. Vacant and underutilized buildings will be rehabilitated, thereby reducing fires caused by vandalism or mischief.

#### d. **Health Care Facilities**

The Kingston Urban Cultural Park area is serviced by the Kingston Hospital and Benedictine Hospital. It is anticipated that services, especially additional emergency room services, will be required by increased construction and tourist activities.

#### e. **Social Services**

The City of Kingston is serviced by numerous social service organizations including:

- . Alcoholics Anonymous
- . Catholic Charities of the Archdiocese of New York
- . The Children's Home
- . Gateway Industries
- . Jewish Community Council
- . Ulster County Association for Mental Health Inc.
- . The People's Place
- . Salvation Army
- . Ulster County Department of Social Services
- . United Way of Ulster County

Those services related to the poor and unemployed should see a reduction in activity due to increased employment opportunities. As the Urban Cultural Park Plan grows, retraining programs may be desirable to further reduce the level of activity of those community services related to the unemployed and prepare local residents for new opportunities presented by the Local Waterfront Revitalization Program and the Urban Cultural Park.

f. **Recreation**

There are four recreational parks within the Urban Cultural Park area:

- (1) Kingston Point Park, which includes a beach, public boat launch, and playing fields, a major wetland area, and a railroad spur out to an abandoned day liner dock;
- (2) Hasbrouck Park, an upland park which has a spectacular view of the Rondout and Hudson River;
- (3) Block Park, a small neighborhood park which is cut off from the Rondout Creek by only one parcel of land; and
- (4) Cornell Park, a small neighborhood park with both active and passive recreation facilities.

The City has recently completed construction on a urban plaza in the West Strand as part of their revitalization program. The plaza is part of a waterfront park which will extend along the Rondout Creek, providing access to the waterfront.

The City is constructing public docking in the vicinity of the West Strand Park. Improvements to the bulkhead along the shore of the Rondout Creek in conjunction with a boardwalk is proposed to be extended eastward to encourage continued growth of Kingston as a recreational port.

There are four museums located within the Urban Cultural Park:

- (1) Maritime Museum: The focus of this museum is a nautical theme related to the Hudson River. This organization recently took possession of a lighthouse located off Kingston Point. The lighthouse is being rehabilitated as a museum as well.
- (2) Senate House Historic Site: The focus of this museum is the history of the State government while it was located in the City of Kingston, and the personalities and lifestyles that existed during that period.
- (3) Trolley Museum: This museum, located adjacent to the Maritime Museum, focuses on railroading and the development of the trolley. This facility also operates trolley rides, which extend to Kingston Point and eventually will continue up the Hudson River to the north.
- (4) The Volunteer Firemen's Hall: This museum is dedicated to volunteer firemen and the history of volunteer fire departments. It is located in an old firestation, adding to the excitement of this particular museum.

The Performing Arts also provide recreation opportunities within the City of Kingston. The Ulster Performing Arts Center, located in a National Register building on Broadway, functions as the community's principal facility for programs of this nature.

g. Utilities

The Urban Cultural Park area within the City of Kingston is generally serviced by electric, telephone, sanitary and storm sewers, and water service.

(1) Water

The City of Kingston has a public water supply which services the Urban Cultural Park area. Only those areas within the City of Kingston which have severe limitations for development are not serviced by public water.

(2) Sanitary Sewer

Most of the Urban Cultural Park area is serviced by sanitary sewers. The City is continually upgrading the sanitary sewer system, and has been concentrating on renewal areas such as the Rondout, West Strand, and Ponckhockie neighborhoods. The City operates a sewage treatment plant along the Rondout Creek. The visual aesthetics of this sewage treatment plant will have a negative impact on the redevelopment of the waterfront area, originally designed as an industrial area. Increased tourist and recreational activities proposed for this area of the Rondout will require that the City upgrade and screen the sewage treatment plant.

(3) Storm Sewer

The storm sewer system was originally constructed as a combined system with the sanitary sewer. The City is in the process of separating these systems wherever possible.

Urban Cultural Park improvements and program development will require additional utility extensions to the following projects:

(1) Rondout 2 Lighthouse

Utilities will be extended to the Lighthouse so that this facility may better function as a museum.

(2) Island Dock Park

The remote location of this park will require the extension of utilities. The construction of these services, however, to the park area, will be included as part of the private development of Island Dock Park; therefore, it is anticipated that no additional cost will be required by the City for providing services to this park.

4. **DEMOGRAPHY**

The development of the Urban Cultural Park program will have differing effects on the various neighborhoods within the Urban Cultural Park area. The area in and around the Stockade has been influenced by redevelopment over the past ten years. It is anticipated that this neighborhood will experience little if any change, with the possible exception of an increase in senior citizens if the Stuyvesant Hotel is redeveloped as a residence for senior citizens.

The area or neighborhood most impacted by the Urban Cultural Park program will be the area adjacent to the Rondout Creek. The rehabilitation of existing residential and commercial properties and the construction of new residential and commercial ventures will have the following impact on the area adjacent to the waterfront:

a. Younger Households

Households will be younger. Rehabilitated properties are attracting young professionals. This is already evident in the improvements to the West Strand area.

Both Rondout and Ponckhockie are older neighborhoods. While families have lived there for generations, younger family members have been moving away in recent years. The revitalization of the waterfront area will attract new, younger people not native to the neighborhood.

b. Smaller Households

Households will be smaller, with single and newly-married couples with two careers as the new householders.

c. Greater Educational Background

Educational experience will be greater. These neighborhoods along the waterfront have been traditionally blue-collar residential areas. Since most are older, education was in less demand than it is today. New, younger residents will have attained an educational level more equitable with their positions and the general educational level of their generation.

5. CULTURAL RESOURCES

a. Visual Resources

The physical character of Kingston's Urban Cultural Park area is diverse, from dense urban residential and commercial, to forested acreage and wetland.

(1) Scenic Overlooks

A number of scenic vistas exist within the Kingston Urban Cultural Park area which are significant.

Hasbrouck Park commands a panoramic view of much of the Rondout Creek, as far inland as Island Dock and a portion of the Hudson River. This view also encompasses Kingston Point and an attractive portion of the Town of Esopus across the Rondout Creek characterized by wooded slopes and residential development.

Kingston Point Park provides a scenic overlook into the wetland area, the Hudson River and Rondout Creek.

The Rondout 2 Lighthouse commands an excellent view of the Hudson River and Rondout Creek areas.

The tip of Island Dock, at the location of the proposed Island Dock Park, provides a unique opportunity to view the Rondout waterfront area from the center of the Rondout Creek.

The Port Ewen suspension bridge provides a unique position from which to view the Rondout Creek area.

(2) Historic and Archeological Resources

Many of the cultural resources which are located within the Urban Cultural Park area are mentioned elsewhere in this document. The inventory which appears below is presented to make this information more coherent and easily accessible:

## Architectural Resources

The following listing of historic resources and districts is taken from information provided by the New York State Department of Environmental Conservation, based on cultural resource investigations which have been undertaken within the City of Kingston as part of the EPA Wastewater Treatment Construction grants, project C-36-1037. Other information has been gathered from the City of Kingston's Zoning Ordinance.

1. Stockade Historic District
2. The Rondout/West Strand Historic District
3. The Chestnut Street Historic District
4. The Neighborhood of Wilbur: This neighborhood retains many of the characteristics of a nineteenth-century canal village.
5. Rondout 2 Lighthouse: A two-story brick structure with a tower constructed in 1915.
6. Ponckhockie Union Congregational Church: A cast concrete, late nineteenth-century structure.
7. Warehouse: Located in the waterfront area, this is a four-story brick and wood beam structure built circa 1870.
8. Pitch Brothers Bluestone Quarry: A circa-1870 two-story French Victorian structure.
9. A stone structure of probable nineteenth-century origin, used in the processing of limestone into lime for mortar. This resource, located in the Kingston Waterfront area, is an archeological as well as structural resource.
10. Cornell Steamship Shops: This National Register property represents one of the major nineteenth-century industries of the area.
11. West Shore Railroad Trestle: This trestle is one of three bridges which cross the Rondout Creek.
12. Port Ewen Suspension Bridge: This structure was designed by Robling, and until recently carried New York State Route 9-W.

. Archeological Resources

Several prehistoric and historic archeological sites have been recorded in the waterfront area. These resources are listed below.

1. Prehistoric Site: Prehistoric occupation site of unknown date is located along the Rondout Creek near the New York Central Railroad tracks.
2. Prehistoric Site: A late Archaic period site, circa 3,000 to 1,000 B.C., is located in the northeastern area of the City of Kingston.
3. Brigham Cement Works/Brickyard: Late nineteenth-century and early twentieth century industrial complex located in the east Kingston area.
4. Site of the Mary Powell: This is an underwater archeological site. It is the location of a sidewheel steamboat built in 1861 and last used in 1917. The remains of this vessel are located in the Rondout Creek adjacent to the Rondout area of Kingston.
5. Kingston Stockade: Construction in the Stockade area occasionally uncovers sections of the fortress structure which was constructed around the City of Kingston during colonial times.
6. Louw Bougardus Ruins: Located in the Stockade area, this small structure represents construction of small residential buildings built during the Colonial period in the City of Kingston.

#### IV. SIGNIFICANT ENVIRONMENTAL IMPACTS

##### A. ADVERSE IMPACTS

###### 1. INCREASED COSTS

The implementation of the Kingston Urban Cultural Park will require the expenditure of public and private funds. These funds will be used for the administration of the program as well as construction of the facilities. Over the eight-year period of the program, it is anticipated that the City of Kingston will expend approximately \$2,640,000. The State government is expected to expend approximately \$865,000, including \$650,000 from the Urban Cultural Park program. The Federal government will share approximately \$3,200,000 of the expenditures. These expenditures are anticipated to be spent over an eight-year implementation period, and will be leveraged by private investment as well.

In order to minimize this public expenditure by the City of Kingston, the City anticipates utilizing forced account labor through its Departments of Parks, Recreation and Public Works. Although this will assist in minimizing and reducing the impacts related to increased costs, it will increase the impacts on public services.

###### 2. INCREASED LOCAL PUBLIC RESPONSIBILITY AND SERVICES

The City of Kingston plans to implement the Urban Cultural Park Management Plan by utilizing existing City departments and agencies. Planning and Zoning Board activity will increase. Building permit and inspection activity will also increase. Additional services will be required, such as police and health care. Utility services, although available, will have to be extended or approved to service certain types of development, especially industrial or commercial growth along the Hudson River. New roads, sewer and improvements to water services may be required for such activities related to the development of Hutton Brickyard, Island Dock and at Kingston Point Park.

The Department of Public Works will be utilized in the construction of public improvements throughout the Urban Cultural Park. Although this will reduce out-of-pocket expenditures by the City of Kingston on the Urban Cultural Park, it will also require additional staffing and time on the part of the Public Works Department to construct and in some cases maintain these facilities. Additional time and effort will also be required of the Kingston Parks Department. Increased maintenance required by the construction and operation of new and existing facilities may generate a need for additional staffing in order to properly continue to maintain existing facilities and expand services to new UCP features.

### 3. INCREASED TRAFFIC

Increased activities in the Urban Cultural Park area will generate increased automobile traffic and parking demands within the Urban Cultural Park. Increased automobile traffic will result in increased air pollution, noise, oil contamination, water run-off, and demands to provide and maintain roads and public park facilities. As activity along the waterfront increases, increased boat traffic will be generated in the Rondout Creek and Hudson River areas. This increased activity will create congestion in the Rondout Creek and at the mouth of the Rondout where the width of the channel is limited.

Increased boat traffic, especially tourist boat traffic, will also generate additional demands on parking facilities adjacent to the Rondout Creek.

It is anticipated that during the first year of the Urban Cultural Park, approximately 100,000 persons will visit the UCP. By the fifth year of operation of the Urban Cultural Park, it is expected that this figure will grow to 217,200 visitors per year. Given sufficient time, an annual visitor attendance of 500,000 people could be attracted to the Kingston Urban Cultural Park. 85% of these visitors will be day-trip visitors travelling up to an estimated 150 miles (depending upon traffic and road conditions). Overnight visitors are estimated to account for approximately 15% of all visitors to the Urban Cultural Park. Such visitors will consist of tourists staying at hotels, motels and resorts in the Catskill region. Assuming that there are three persons per car, and that the Park will operate at the equivalent of full capacity for four months, this will generate an immediate need for 402 parking spaces; and, with a long-range project, a need for 925 parking spaces.

### 4. INCREASED DEMAND ON PUBLIC SERVICES

As activity within the Urban Cultural Park increases, services such as police and health care will be required to handle additional populations and facilities. Emergency activities at the Kingston and Benedictine Hospitals may require additional staffing. Police patrols will increase as redevelopment expands into new areas along the Hudson River and Rondout Creeks. This, coupled with increased traffic, population, activity and tourism, will require increased police services.

### 5. RELOCATION OF BUSINESSES

As the Urban Cultural Park develops along the waterfront, businesses which are water-dependent and water-enhanced will begin to locate along the Rondout Creek. Non-water-related activities will be pressured to relocate to other areas of the City, County or region. Some businesses, such as scrap-yards, may move because of public pressure. Others may change the emphasis of their business from non-water-related to water-dependent activities.

Although revitalization efforts will result in increased development along the waterfront, the City may also lose businesses which close, or relocate outside of the City due to the change of emphasis from marginal community/retail/services, to tourist-related businesses. This activity will result in a loss of business and relocation costs on the part of some existing businesses. The relocation of some of these businesses and industries will also have impacts on the areas to which they relocate, resulting in either positive or negative impacts.

## B. BENEFICIAL IMPACTS

The Kingston Urban Cultural Park Plan will result in many beneficial impacts for the City of Kingston.

### 1. INCREASED INCOME TO THE PRIVATE SECTOR

Under the proposed Urban Cultural Park Plan, the benefits to the public sector that can be expected to accrue are a result of construction activities, visitor/tourism and increased property values.

Visitors will impact the local economy through their spending on food, lodging, admissions, entertainment and other retail goods and services. Such spending will generate a need for additional facilities and increase permanent employment in the City of Kingston.

Projections indicate that after the first year operations a total of \$7,850,700 will be spent in the City of Kingston, generated by the UCP program, and at the end of five years, \$17,051,720 will be spent by tourists.

Estimates of employment for the UCP range from 59 new jobs in the first year of operation to 127 permanent jobs in the fifth year of operation. Increased earnings to Kingston area residents for the first year of operation of the UCP is estimated at \$6,600,000.

### 2. INCREASED SALES TAX

By the fifth year of operation, visitor spending will generate an additional \$159,013 annually in sales tax collection. Construction expenditures for UCP development of 6.5 million dollars over eight years will generate additional sales tax collection of \$110,048. Sales tax collected as a result of increased earnings are projected at \$111,854 annually.

### 3. INCREASED PROPERTY TAX

Projected investment in retail and restaurant facilities only will result in an increase in annual property tax collections of \$40,000 for the City and \$42,000 for the school district. The investment in other properties such as residential and office space could not be evaluated. The return on public investment in the UCP program if embraced by the community could result in a 14-to-1 return, thereby

creating an investment of \$91,000,000 in the City of Kingston. This could result in annual property tax collection of \$1,694,745 for the City and \$1,752,310 for the school district.

**4. IMPROVED ENVIRONMENT WITHIN THE CITY OF KINGSTON**

The Kingston Urban Cultural Park program, as proposed, will result in the improvement to the physical environment within the City of Kingston. Improvements to the City's streetscape will result in the installation of historically-relevant lighting poles, benches, sidewalk paving treatments and plantings, which will unify and identify different areas within the Urban Cultural Park. The facade program will facilitate the rehabilitation of storefronts and upper stories of commercial buildings within the Urban Cultural Park area. Improvements and expansion of recreation facilities, both active and passive, will provide quality environment in which to recreate. The rehabilitation of vacant or deteriorated buildings and the adaptive re-use of under-utilized space will create a more positive community in which to live.

**5. INCREASED RECREATIONAL OPPORTUNITIES**

The Kingston Urban Cultural Park Plan proposes the expansion of facilities in Kingston Point Park and Block Park. It further proposes the expansion of recreational programs for both visitors and citizens within the City of Kingston.

**6. INCREASED EDUCATIONAL OPPORTUNITIES**

The Kingston Urban Cultural Park will provide expanded educational opportunities for all visitors and citizens of every age group. Through the UCP's interpretive program, the Park visitors will learn about the role that the City of Kingston played in the development of New York State. Through the educational process, the UCP will instill a sense of community pride within its local citizens, as well as expand their knowledge of the City in which they live, and New York State.

## V. MITIGATIVE MEASURES TO MINIMIZE ENVIRONMENTAL IMPACT

### A. INCREASED ADMINISTRATIVE AND CONSTRUCTION COSTS

Over the next eight years, the Kingston Urban Cultural Park Plan is proposed to cost \$7,578,500. Efforts will be made during this period to acquire federal and State funds relevant to those UCP programs. Under the proposed plan, the City of Kingston is anticipated to expend \$2,640,000. In order to offset this expenditure, the Departments of Public Works, Engineering and Community Development will contribute in-kind service as part of the City's match for State and federal funds. This will result in a lowering of administrative and construction costs during the Urban Cultural Park program.

### B. INCREASED WORKLOAD FOR EXISTING CITY BOARDS, AGENCIES AND DEPARTMENTS

Increased development and activities within the Urban Cultural Park will create additional demands on City boards, agencies and departments. This impact will be mitigated by accommodating increased activity within existing departments by identifying specific areas of expertise. Any additional staffing, if required, will be salaried through additional tax and fee revenues created by revitalization efforts within the UCP area. By utilizing existing staffing and departments, instead of creating new entities, the UCP will utilize expertise and experience developed by experienced staff members.

### C. INCREASED BOAT TRAFFIC

As the City of Kingston is rejuvenated as a small port, boat traffic on the Rondout Creek and at the junction with the Hudson River will increase. Marinas and public docking will expand, constricting the current boat lanes. In order to accommodate docking and boat traffic, the following actions will be taken.

1. A minimum of 100 feet of navigational lane shall be maintained.
2. When larger boats are accommodated in the Kingston port, additional navigational area shall be provided.
3. Sporting activities, such as fishing from boats, sailing, and skiing shall be limited to the Hudson River or upstream from the busy port areas.

### D. INCREASED VEHICULAR TRAFFIC

The success of the Kingston Urban Cultural Park will generate additional vehicular traffic and require additional parking facilities. The following actions are planned to accommodate increased traffic and parking demand:

1. Adequate parking will be provided at all public recreation areas.

2. Adequate parking will be required at all private developments, or be accommodated by public parking areas.
3. A shuttle-bus will transport visitors from uptown areas to the waterfront area. This shuttle will supplement the existing bus system, which can also be expanded to accommodate increased visitor levels from within the City. The Trolley Museum is proposing to extend their operations up the Hudson River waterfront. This trolley can transport visitors and employees of businesses which relocate along the Hudson River to the Rondout commercial area.
4. Visitors will be encouraged to travel to Kingston by day cruises, river excursions and bus transportation instead of by automobile.

E. RELOCATION OF BUSINESSES

The development of tourist-related businesses within the Urban Cultural Park, coupled with increased water-dependent or water-enhanced business development along the Rondout Creek and Hudson River, will create an environment which will cause the relocation of businesses to other areas. In order to accommodate this area, the City of Kingston will:

1. Identify the areas properly zoned where users can relocate without adversely impacting existing neighborhoods.
2. Provide appropriate City services to these areas to accommodate relocated businesses.

**VI. ADVERSE ENVIRONMENTAL EFFECTS THAT CANNOT BE AVOIDED  
IF THE PROJECT IS IMPLEMENTED**

No unavoidable adverse impacts have been identified from the adoption of the Kingston Urban Cultural Park Management Plan which cannot be mitigated as discussed in Section IV. Specific projects or proposed actions will be reviewed to evaluate possible localized, project-specific impacts. The projects will come under SEQR review, as well as local, State and federal regulations as appropriate.

## VII. ALTERNATIVES

### A. NON-PARTICIPATION IN PROGRAM

The City of Kingston might have chosen not to participate in the Urban Cultural Park program. This alternative would have denied the City of Kingston the opportunity to identify and evaluate its natural, cultural and historic resources as a basis for the development of a new (tourism) industry for the City, as well as economic revitalization.

Although the City of Kingston is also undertaking a Local Waterfront Revitalization Program along the Rondout Creek and Hudson River, the focus of the redevelopment and support for this redevelopment has been primarily through the creation of, and initial projects related to, the Urban Cultural Park Plan. While the Local Waterfront Revitalization provides for environmental considerations and legislation which will significantly benefit the City of Kingston and the waterfront area, the Kingston Urban Cultural Park provides a land-use development plan and programs which will encourage the revitalization of this area.

### B. REDUCED PROGRAM

The City of Kingston considered reducing the level of effort for the management and promotion of the Kingston Urban Cultural Park Plan. The effect of this alternative would result in less operating costs, and also necessarily result in a proportionately greater loss of tourist activity and level of investment in the Urban Cultural Park area. After an analysis of this alternative, it was felt that a lesser level of investment in the Urban Cultural Park Plan would result in a decreased return on investment, thereby producing an infeasible Urban Cultural Park Plan.

### C. INCREASED PUBLIC IMPROVEMENTS

The City of Kingston also considered increasing the expenditures proposed for public improvements. These expenditures would have been directed toward activities not necessarily pertinent to the interpretation or operation of the Urban Cultural Park programs. As such, these added expenditures would have resulted in less return on investment for the Urban Cultural Park Plan.

## VIII. IRREVERSIBLE AND IRRETRIEVABLE COMMITMENT OF RESOURCES

The adoption of the Kingston Urban Cultural Park Management Plan will have committed many hours to its preparation. The adoption of this plan will not, by itself, cause a loss of fiscal resources.

The implementation of the Urban Cultural Park Plan will commit certain raw materials for construction and additional man-hours for its management. As the Plan develops, the UCP area will be committed to changes in land use within the Park. A commitment of energy and man-hours by the City of Kingston in monitoring and managing the implementation of the Plan, and public moneys allocated to the construction of proposed public improvements, will be required. Building materials will be committed for any construction which occurs as a result of the implementation of the Plan; however, since the UCP Plan is prepared in conjunction with a Local Waterfront Revitalization Program, Kingston's natural, scenic and cultural resources will be protected, and losses to these resources will be minimal.

## IX. GROWTH-INDUCING ASPECTS

The Kingston Urban Cultural Park area has over eighty vacant buildings, as well as under-utilized land areas. One of the goals of the Kingston Urban Cultural Park Plan is to encourage growth and development within the Urban Cultural Park. The implementation of the Urban Cultural Park plan will also affect the level of tourism which presently exists within the City of Kingston. This increase in tourism will result in the expansion of those businesses and services which relate to the tourist industry, such as restaurants, boutiques, museums and lodging facilities.

Public improvements, such as park development (i.e., the West Strand Plaza), streetscape improvements, and the construction of public parking facilities, will continue to encourage the redevelopment of Kingston's commercial areas and historic districts. Neighborhood improvement programs in the Rondout and Ponckhockie neighborhoods will continue encourage additional population to invest and locate within these neighborhoods.

The Kingston Local Waterfront Revitalization Program, in conjunction with the Urban Cultural Park, will encourage the specific revitalization of the Rondout Creek and Hudson River waterfronts. The construction of public docking and the stabilization of the bulkhead along the Rondout Creek, will continue to encourage the expansion of the Rondout Creek area as a river port.

## X. EFFECTS ON THE USE AND CONSERVATION OF ENERGY RESOURCES

The Kingston Urban Cultural Park Plan will have an effect on the use of energy resources. Increased tourist activity will require additional gasoline for travel by car or boat. Redevelopment of the Rondout and Hudson River waterfront areas will create a demand for the extension of power and other resources for the operation of the physical plants, as well as commuting by employees. Rehabilitation of currently vacant buildings and increased households will generate demand for power and heating fuels.

The extent of energy consumption will depend on the nature and development of those fuels chosen. Until such time as specific plans are developed, such impacts cannot be evaluated.



## APPENDIX A

### KINGSTON URBAN CULTURAL PARK MANAGEMENT PLAN

#### HISTORIC BUILDING INVENTORY

Kingston's Urban Cultural Park contains buildings and settings which span a range of architectural styles and historical periods. This section of the UCP Management Plan contains an inventory of all structures within the UCP boundary which are not already part of a historic district. Each building has been coded according to its level of historical and/or architectural significance and integrity. The coding has been done in accordance with the classification system which appears on Appendix D of the State UCP Guidelines.

Preliminary coding of individual structures was done via visual analysis in the field. Where additions or modifications to buildings (i.e., aluminum siding) have changed the historic character of these buildings, the coding has reflected this alteration by lowering its status from that of contributing to the historic appearance to that of a "filler" building.

In some cases additions appear visually separated from the original structure (i.e., J.B. Black Cigar Company on Wilbur Avenue or the Fair Street Reformed Church). In these cases the historic integrity of the original structure has been maintained and the alterations have been coded separately.

Historic districts have been identified as they appear on the various maps. The Stockade Historic District has been generally located since the description of the area does not coincide with property lines. The Rondout Historic District has been located in accordance with property lines which define the district.

Base maps and property line information for the historic coding sections are taken from Sanborn Maps of the City of Kingston, and Kingston City Tax Maps.

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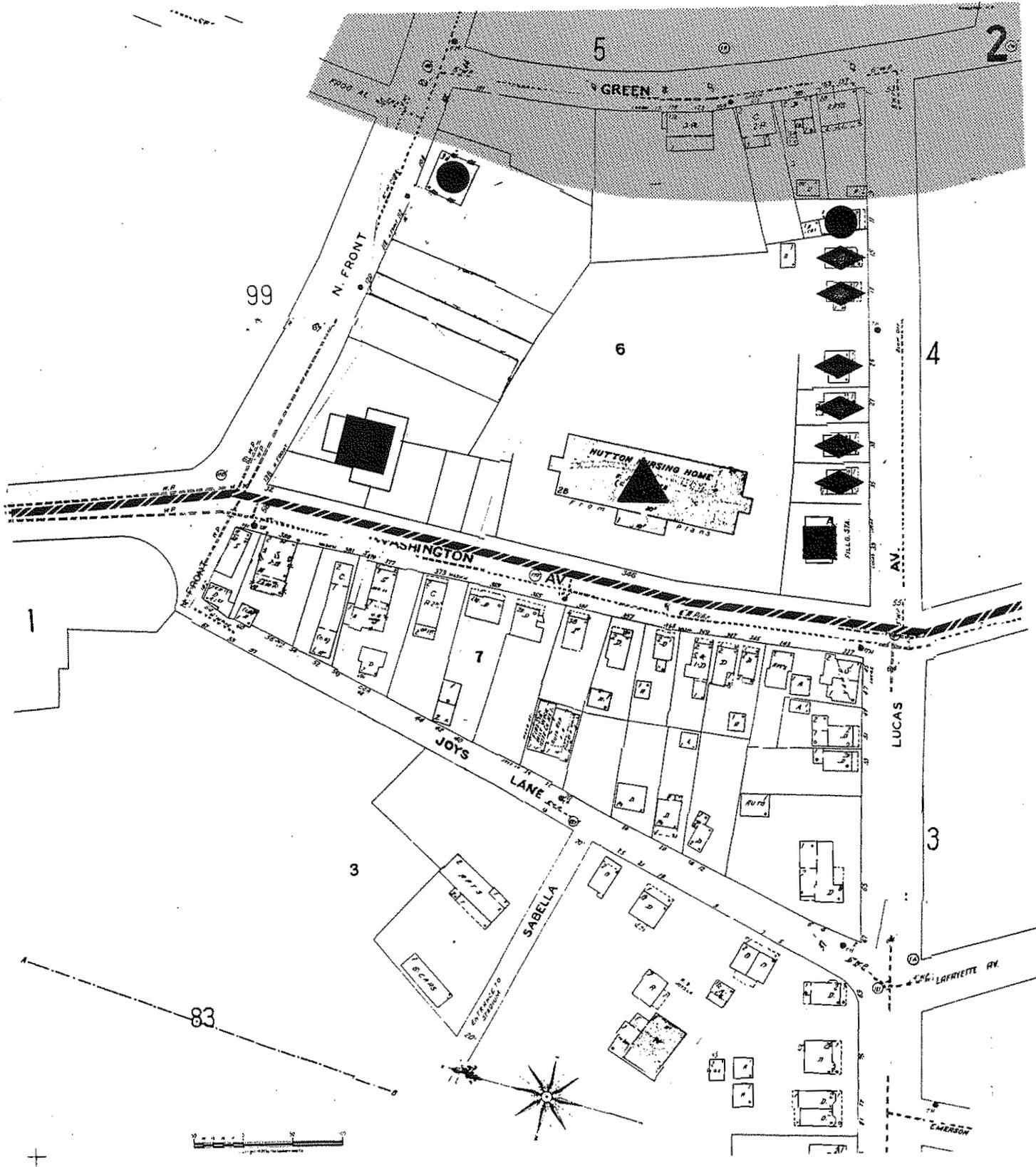
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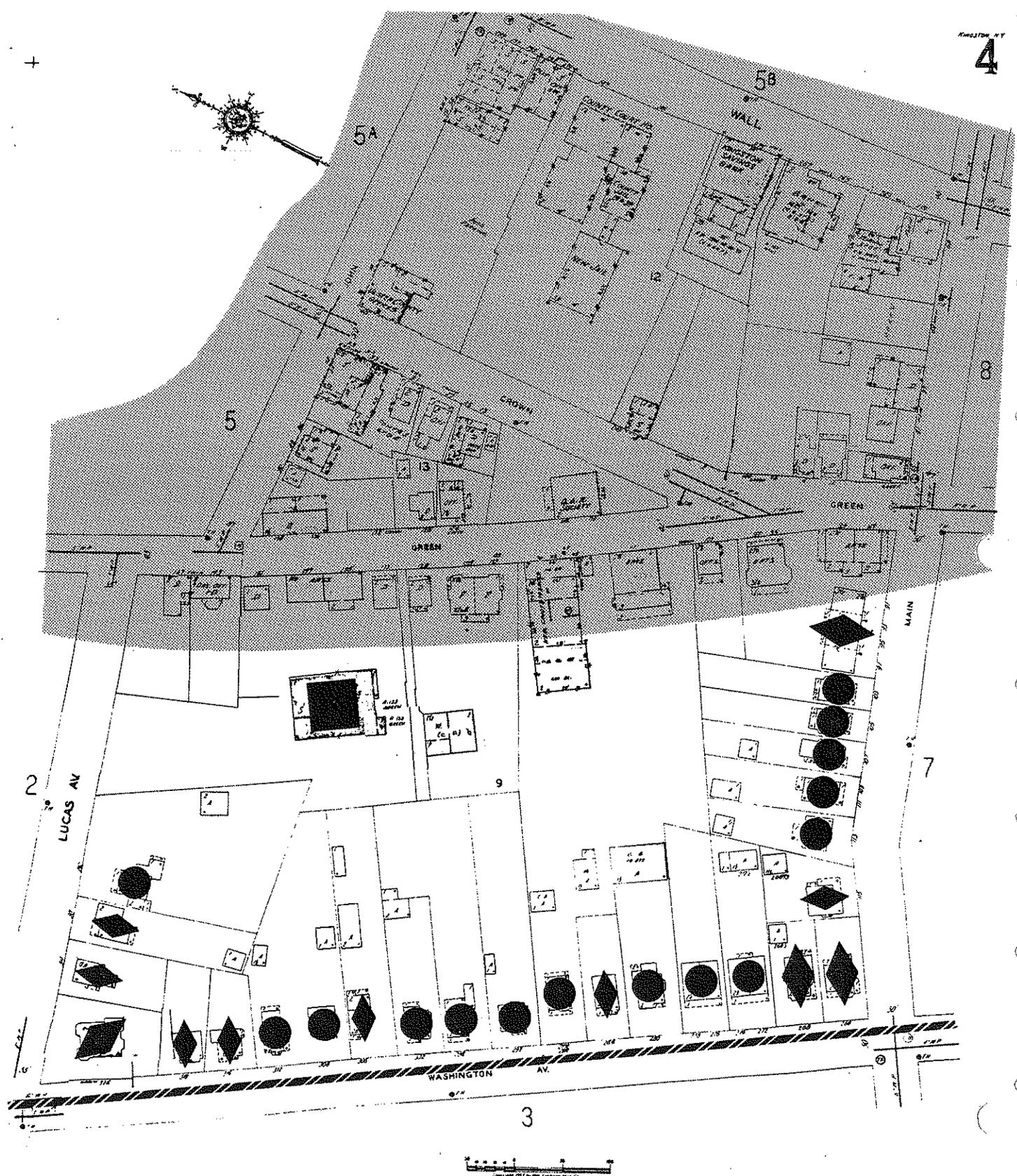
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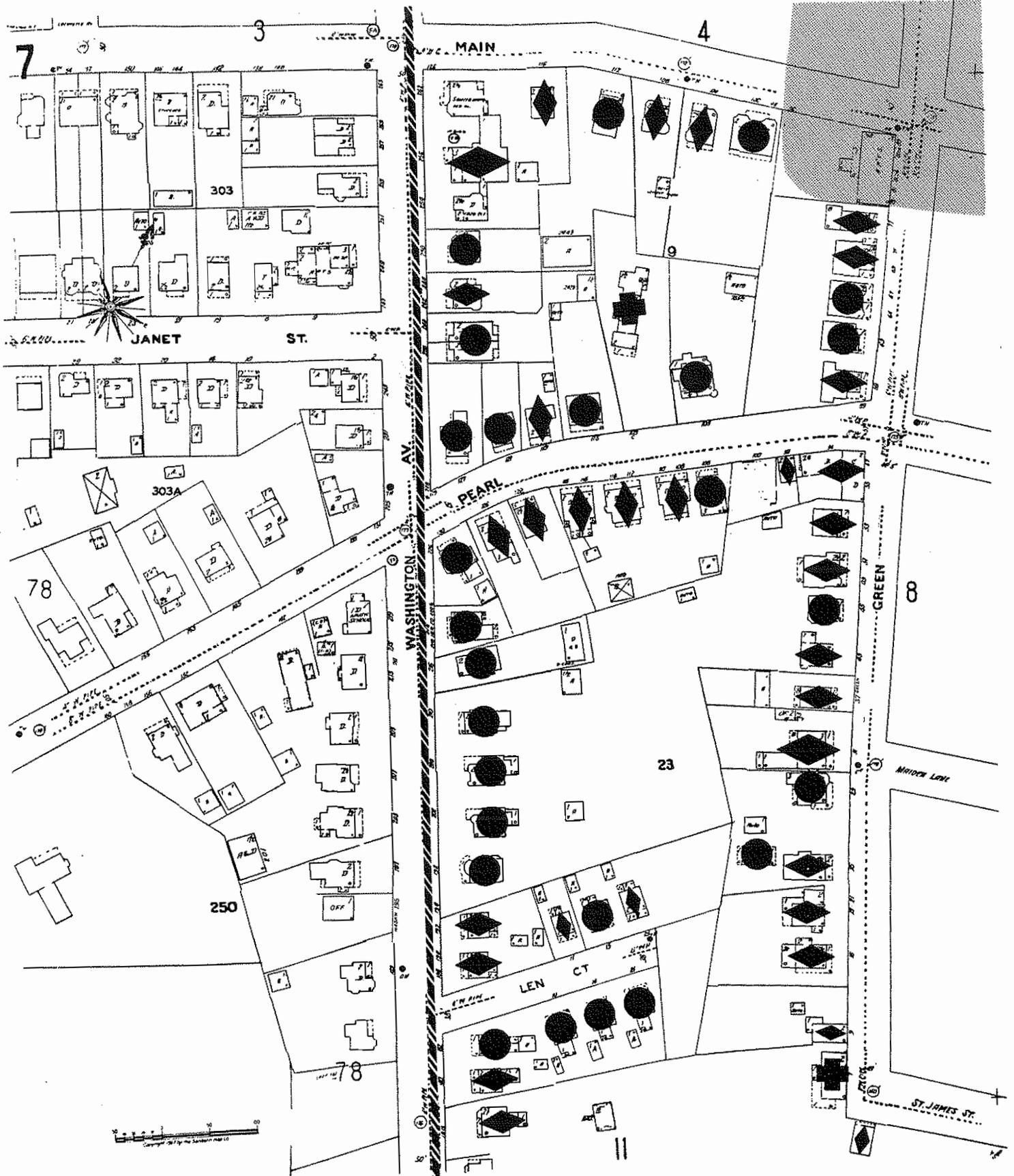
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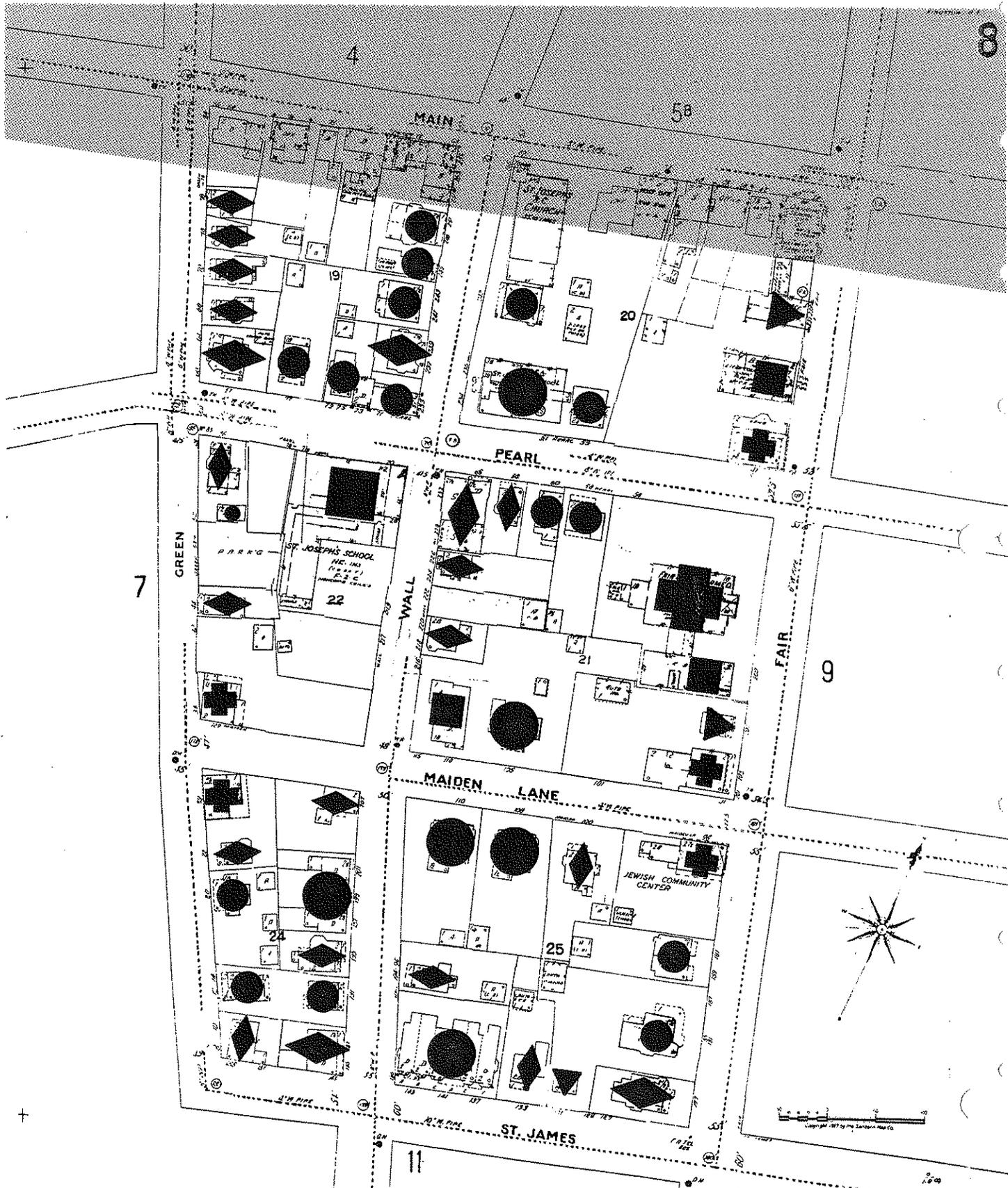
	<b>UCP BOUNDARY</b>
	<b>HISTORIC DISTRICT</b>
	<b>PIVOTAL</b>
	<b>MATRIX</b>
	<b>FILLER</b>
	<b>COMPATIBLE</b>
	<b>INCOMPATIBLE</b>
	<b>VACANT LAND</b>

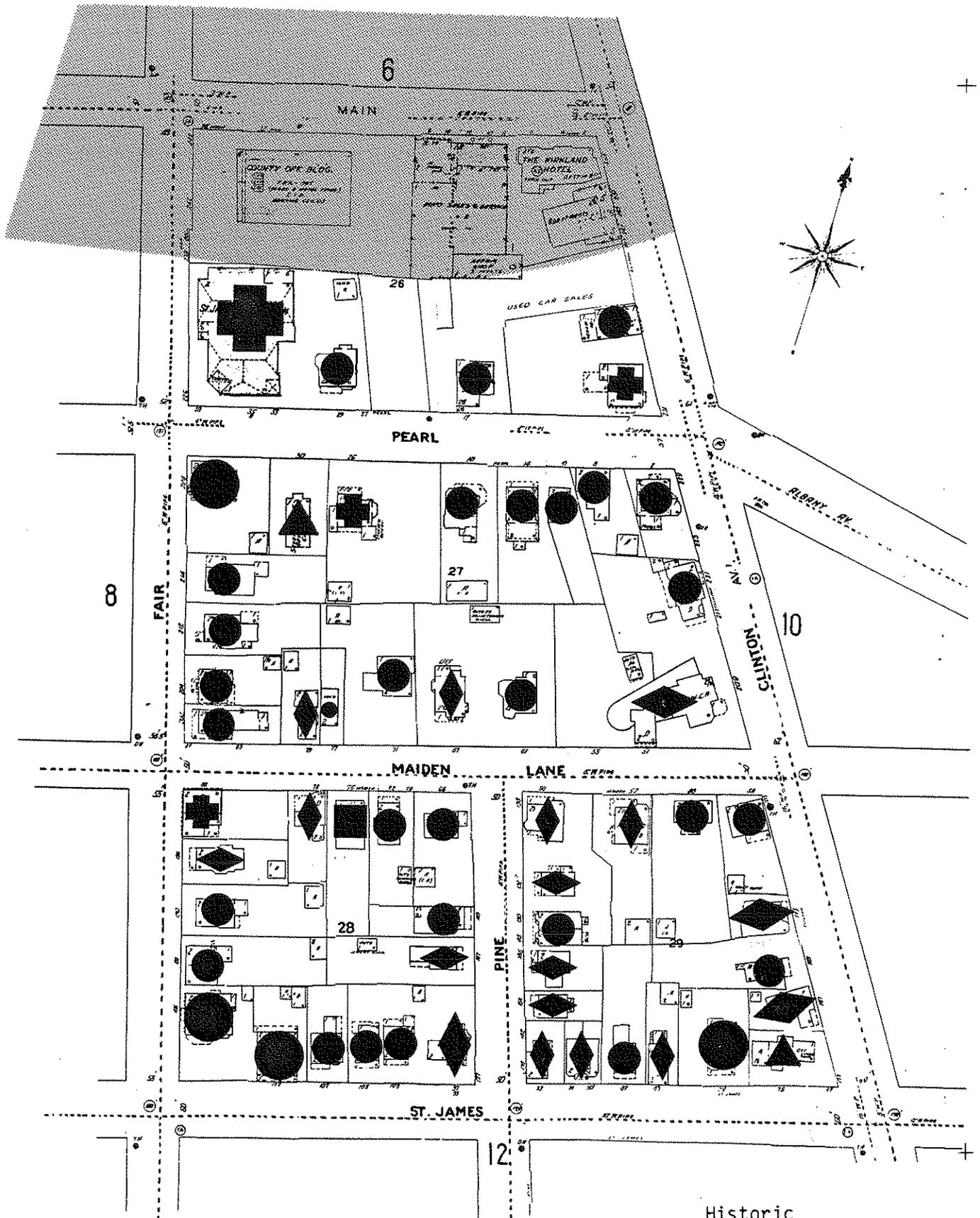


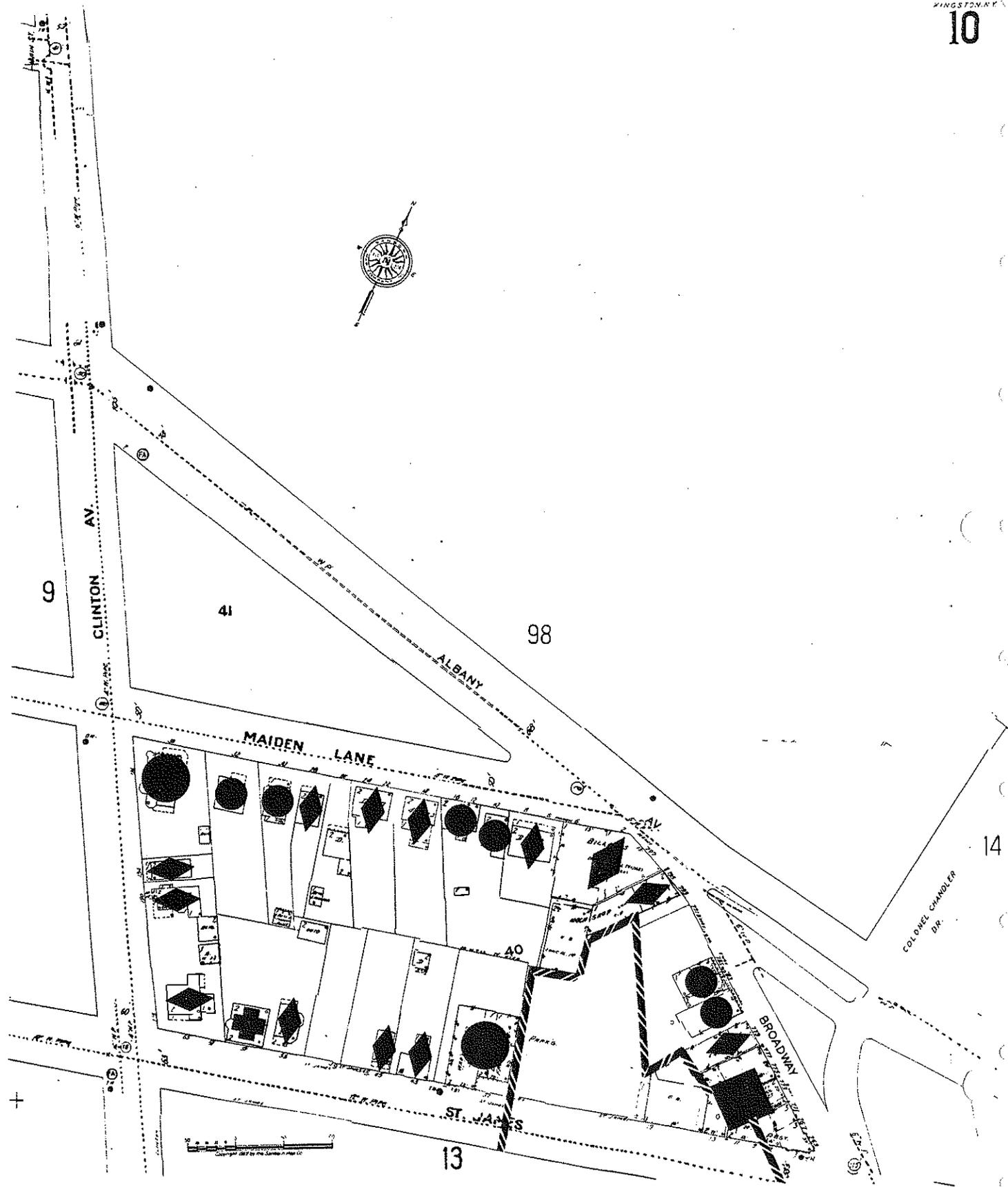


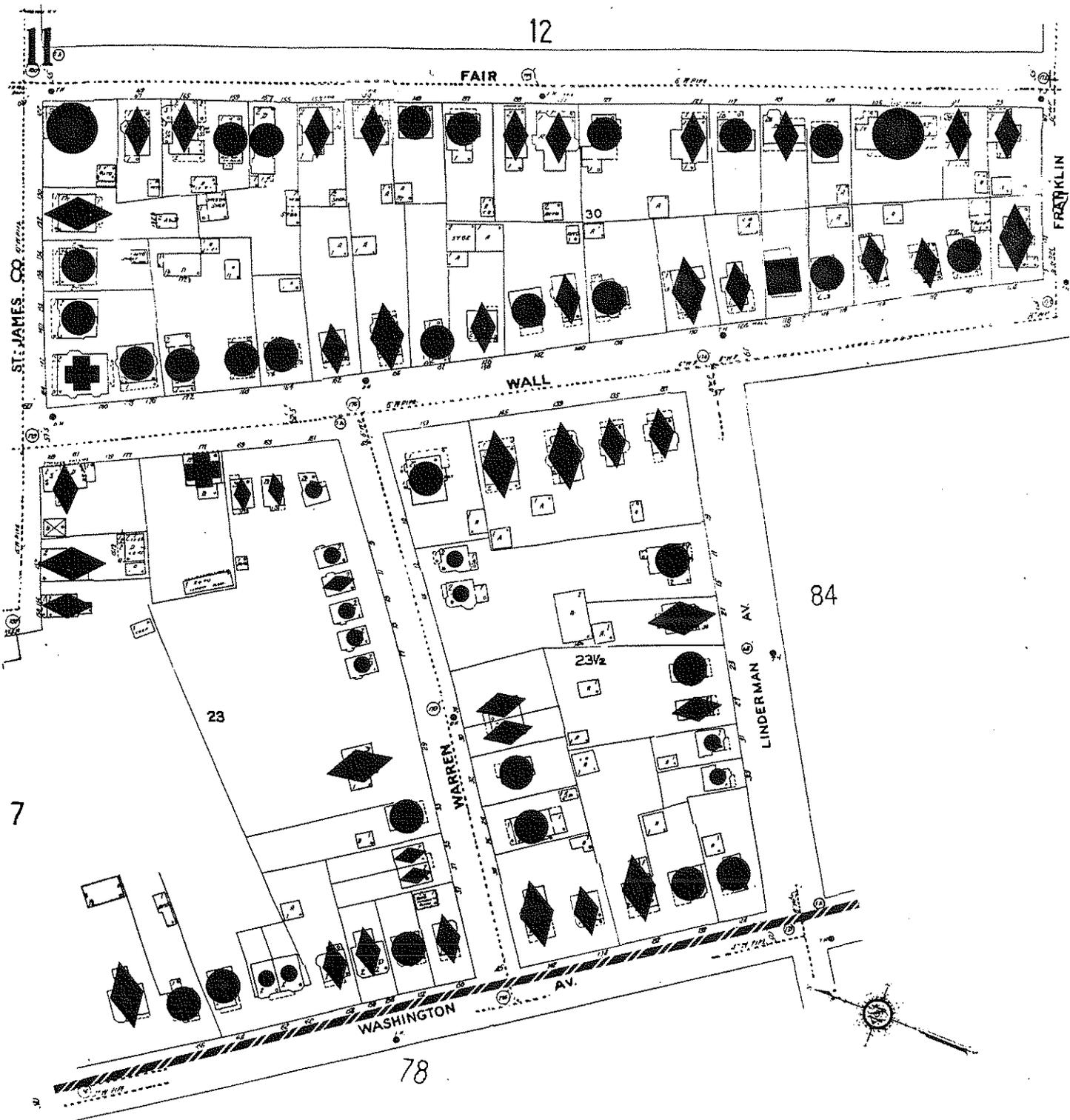












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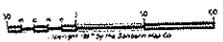
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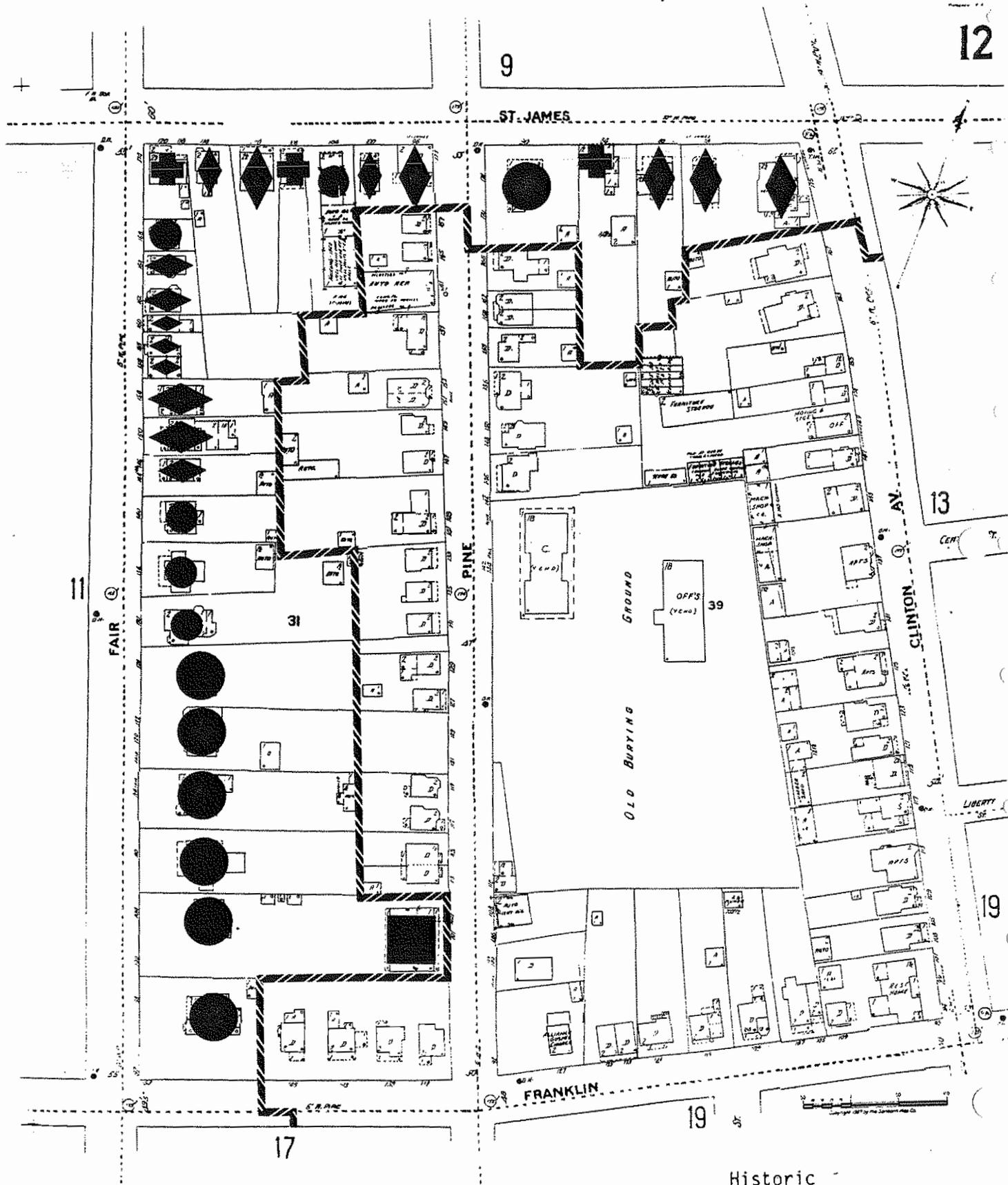
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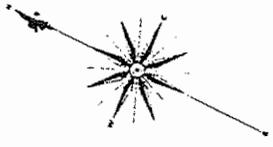
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PARKING

A.F.A.

21

PROSPECT

ST. JAMES  
ULSTER FOUNDRY CORP.

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LIBERTY

FURNACE

19

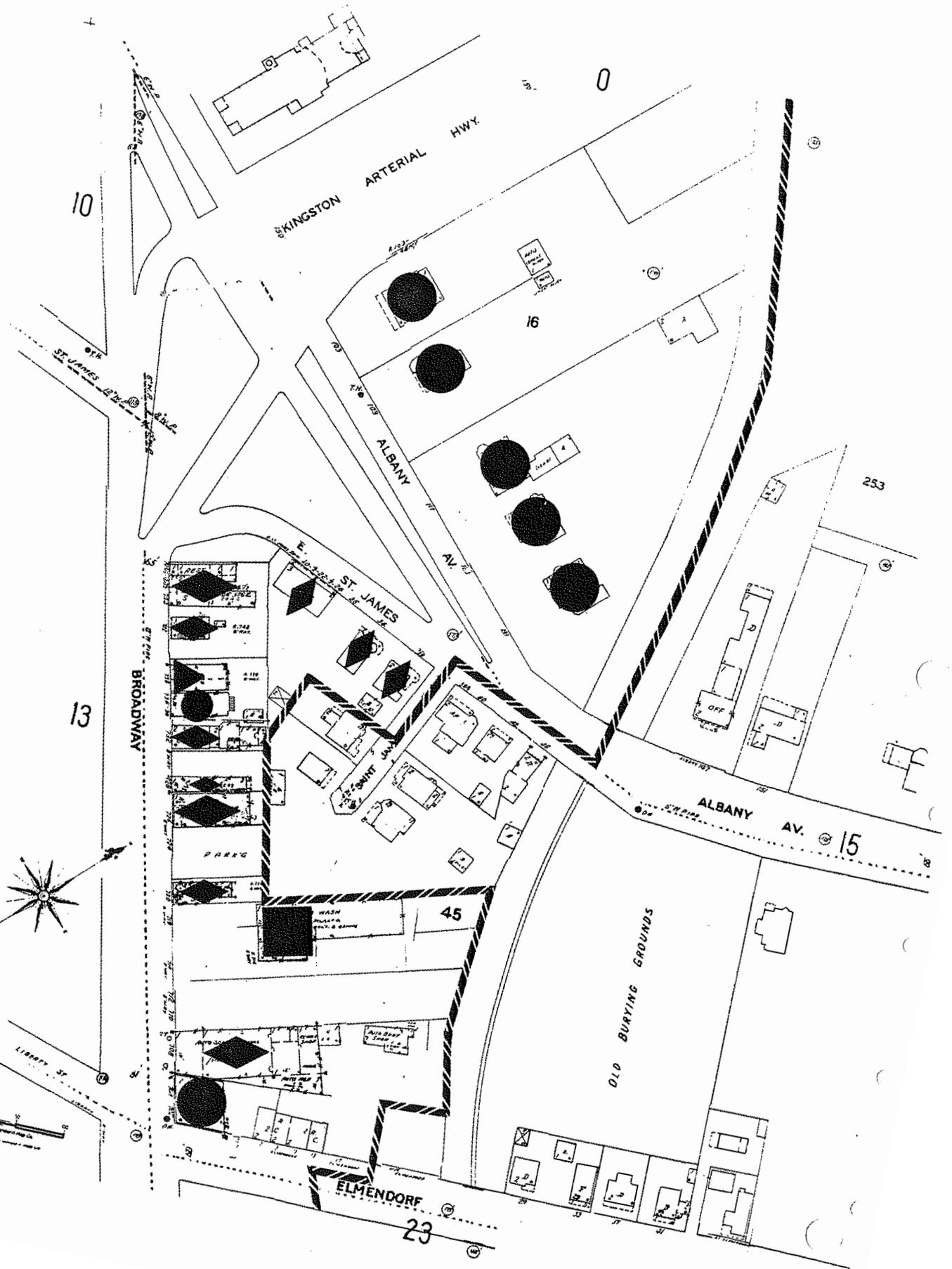
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CLINTON AVE.  
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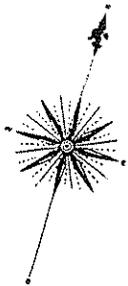
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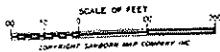
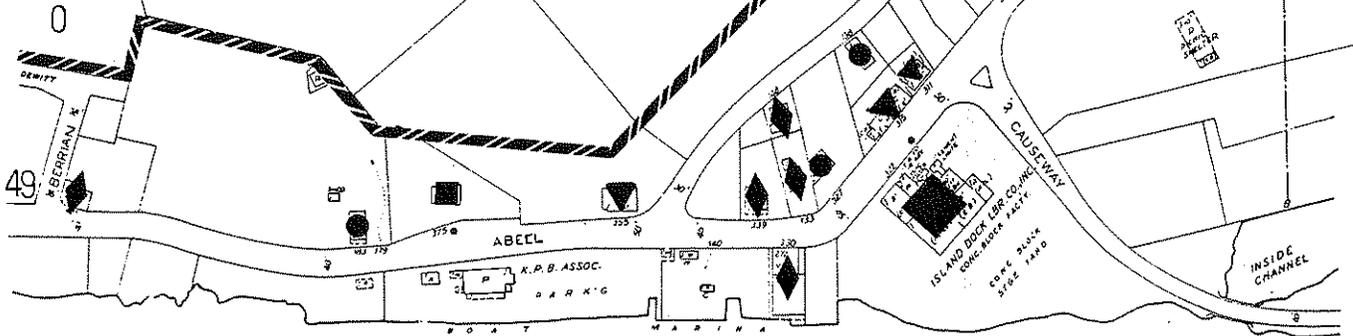
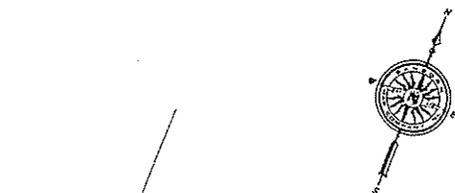
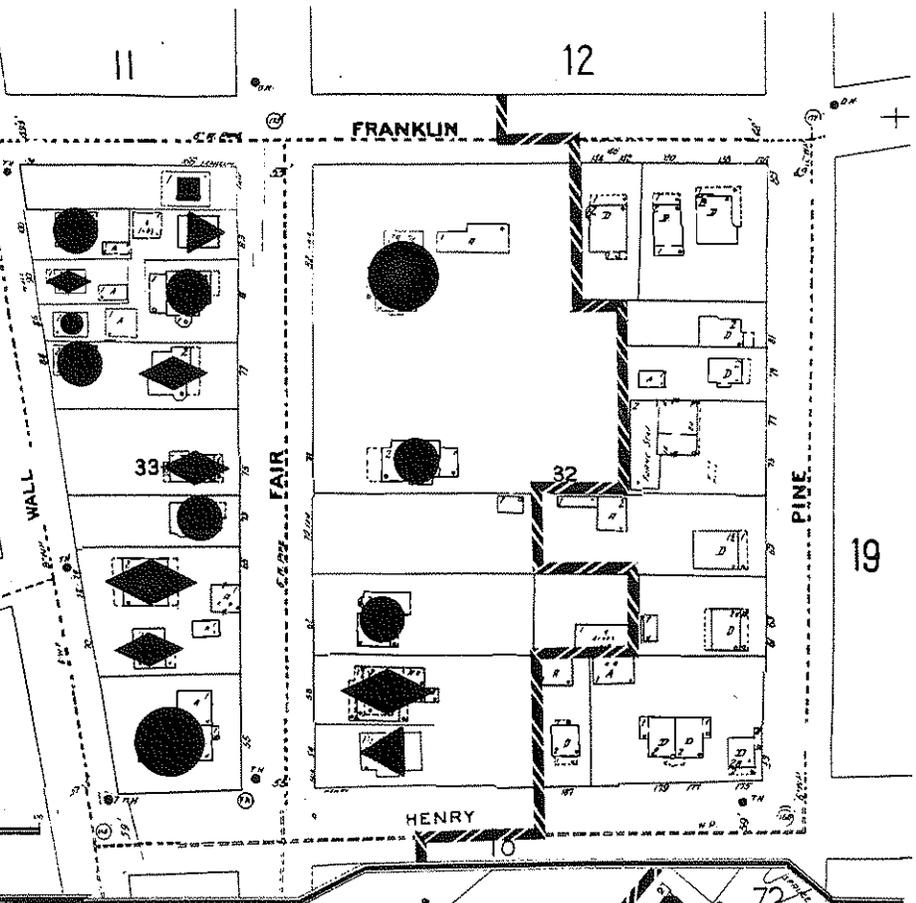
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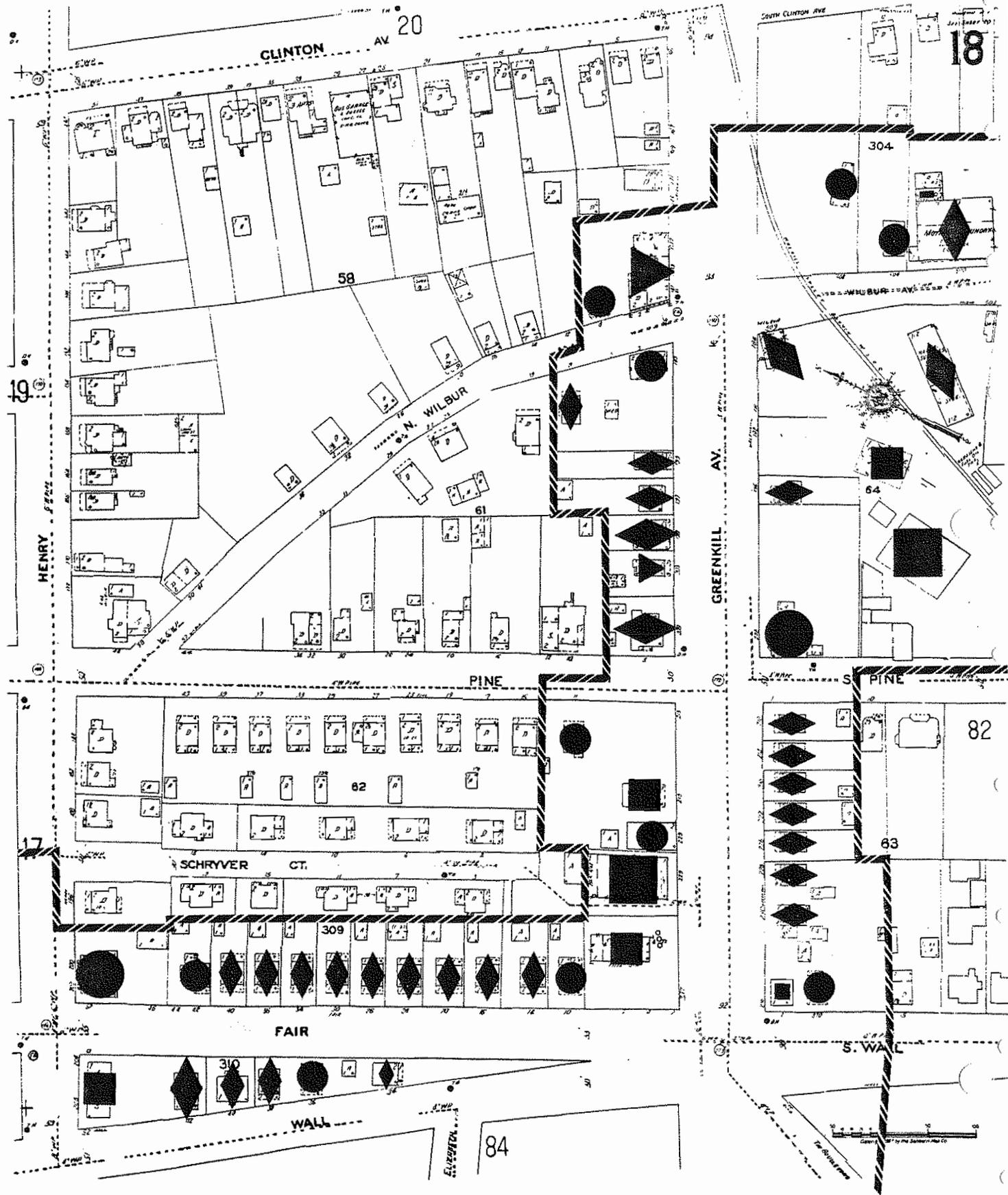


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SCALE OF FEET  
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CITY OF KINGSTON  
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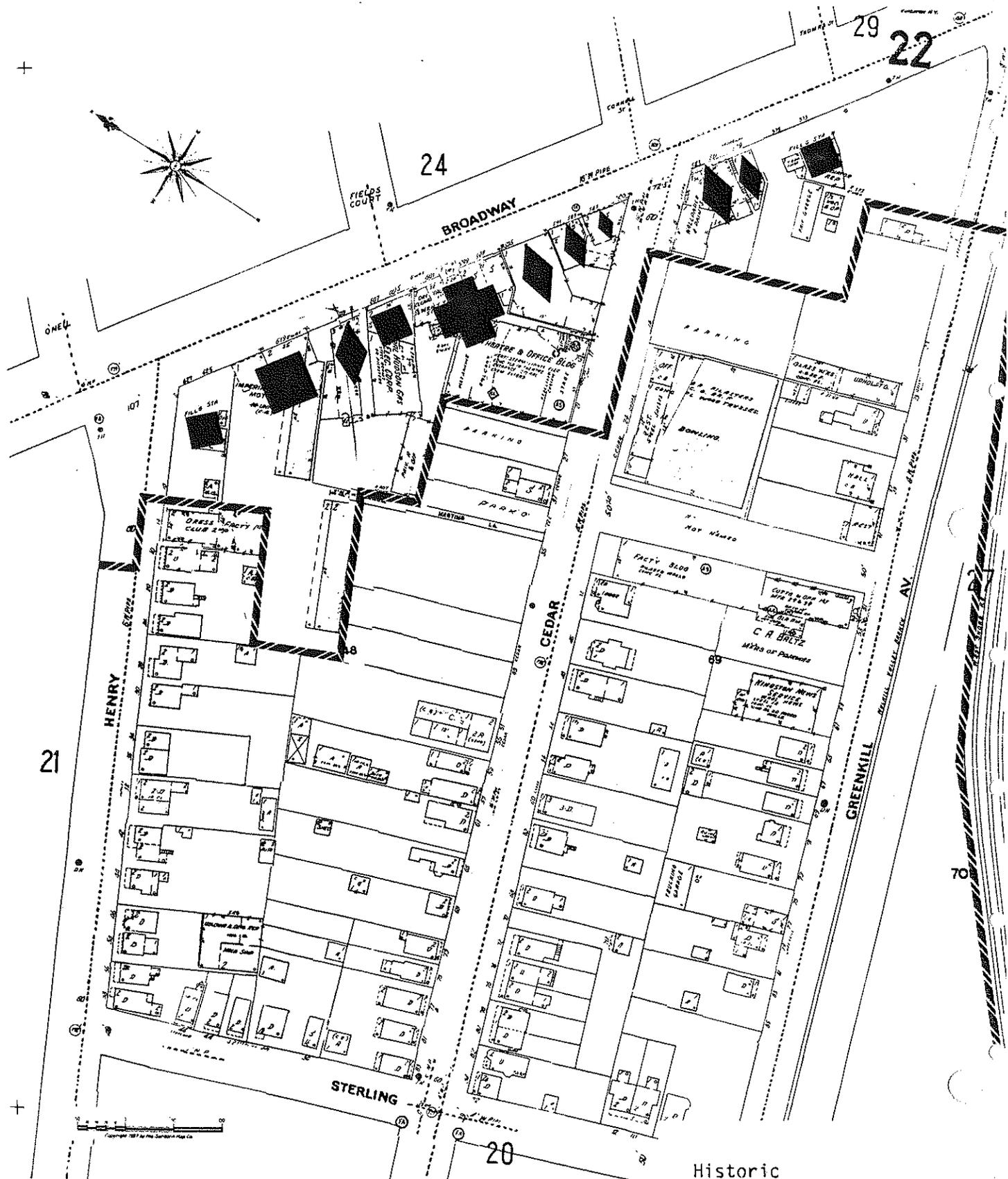
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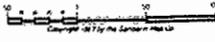
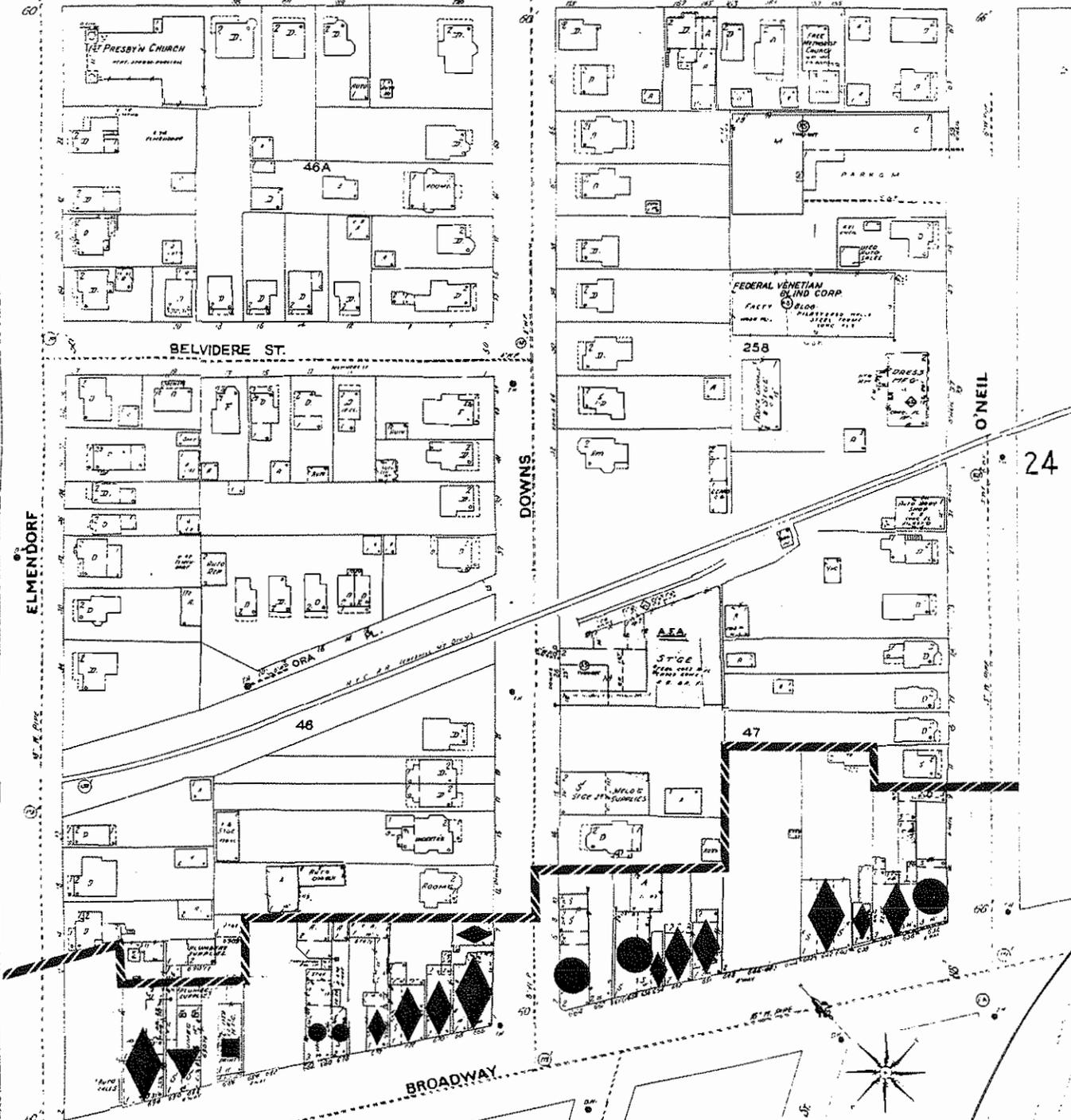
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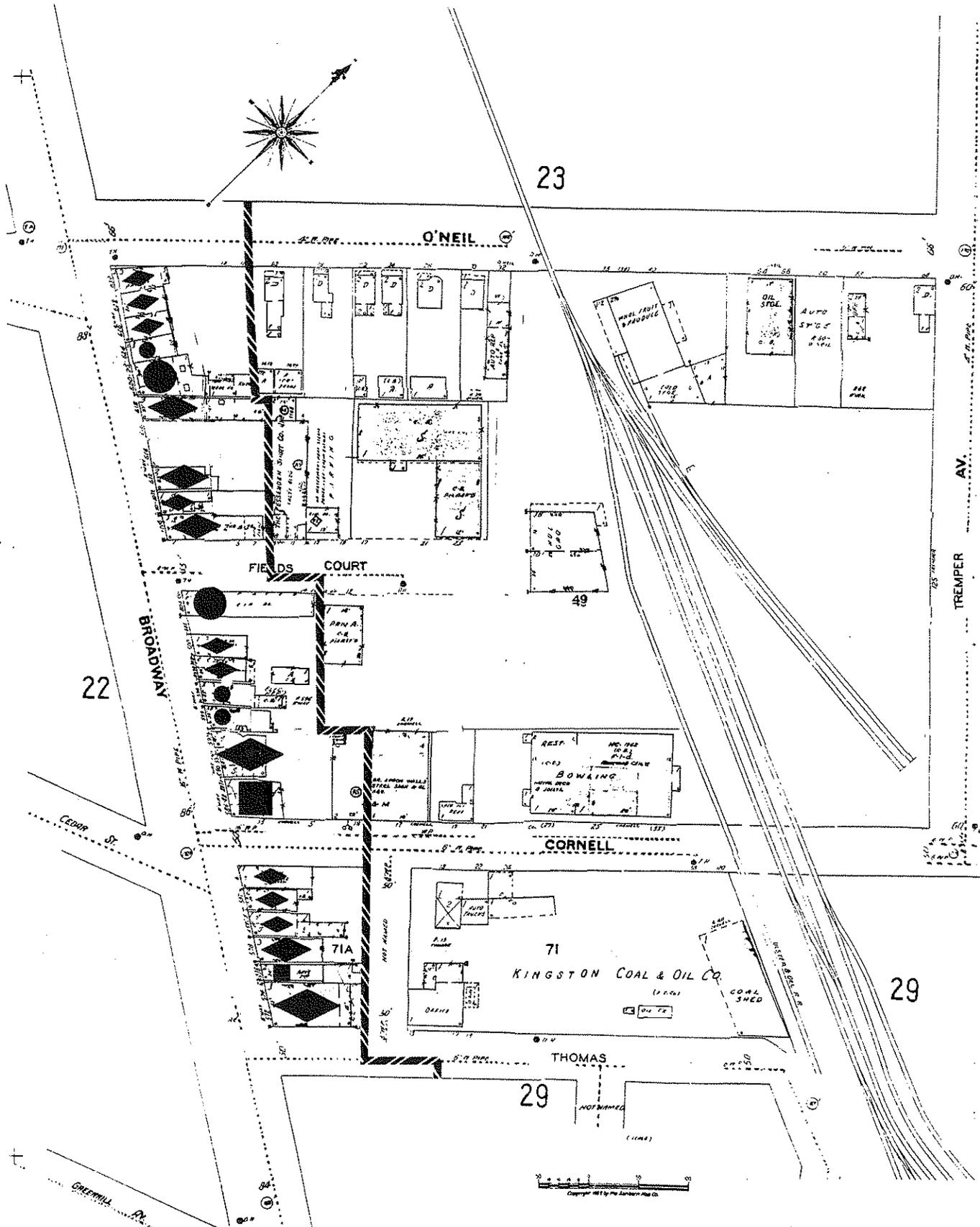
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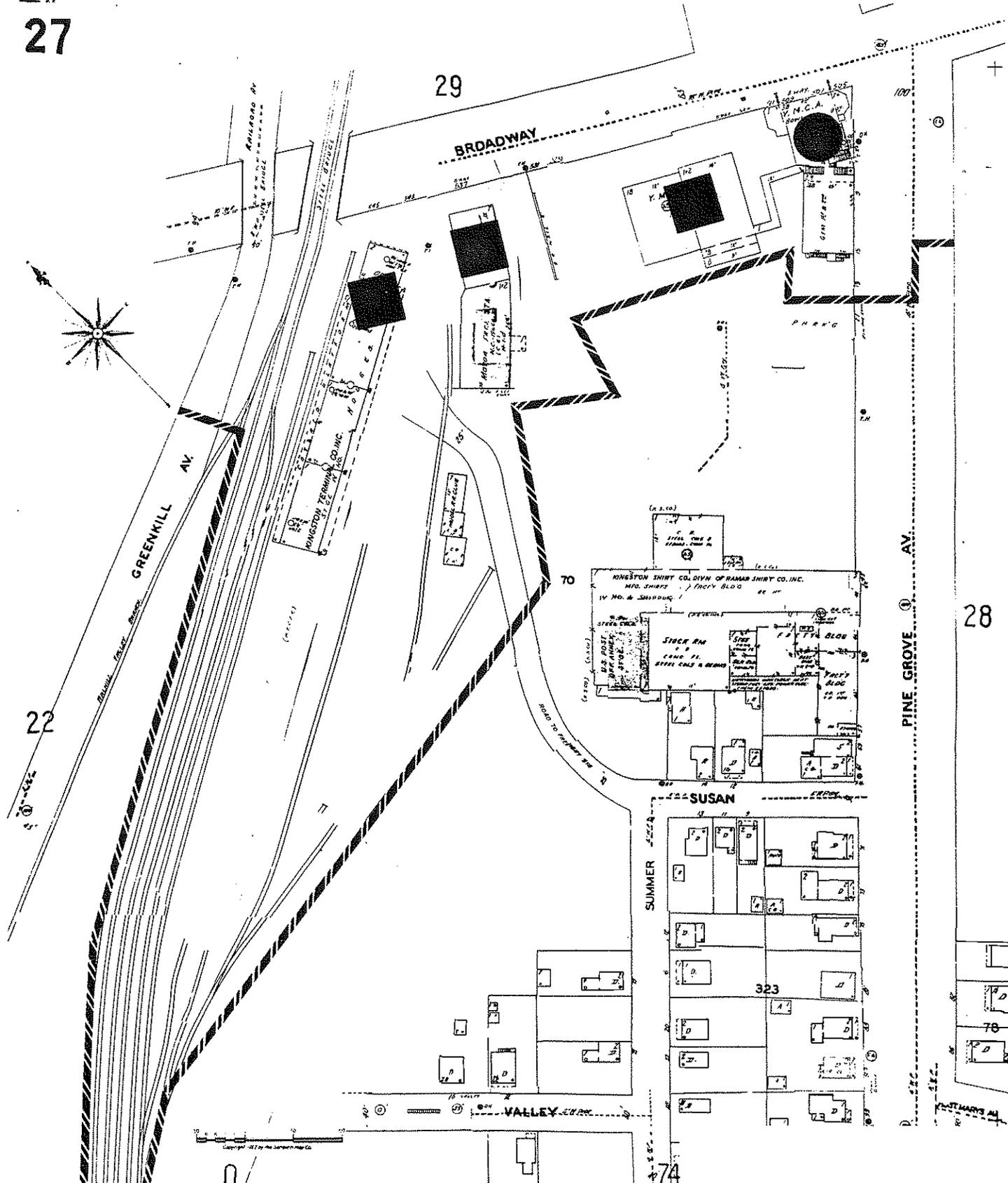


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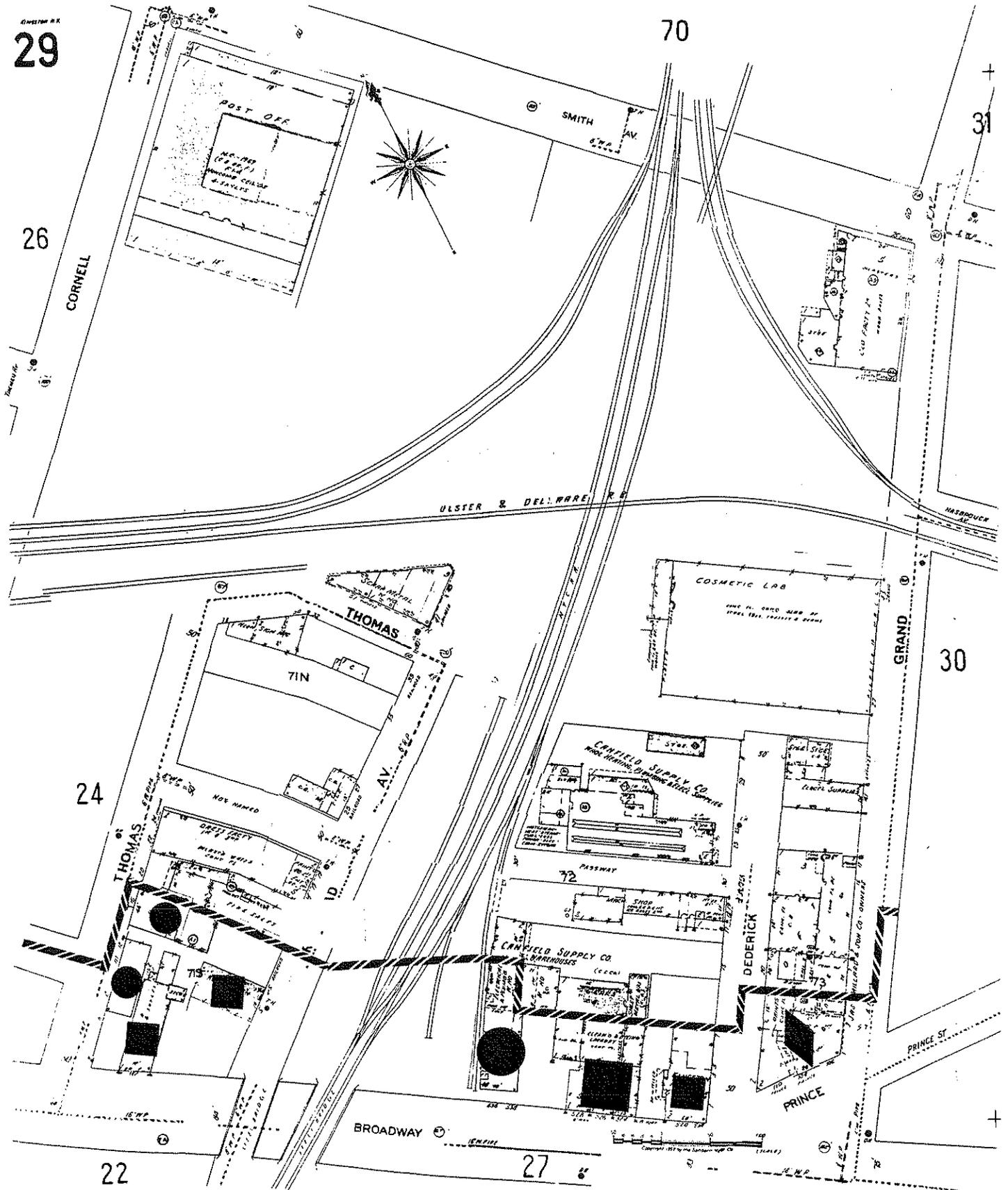
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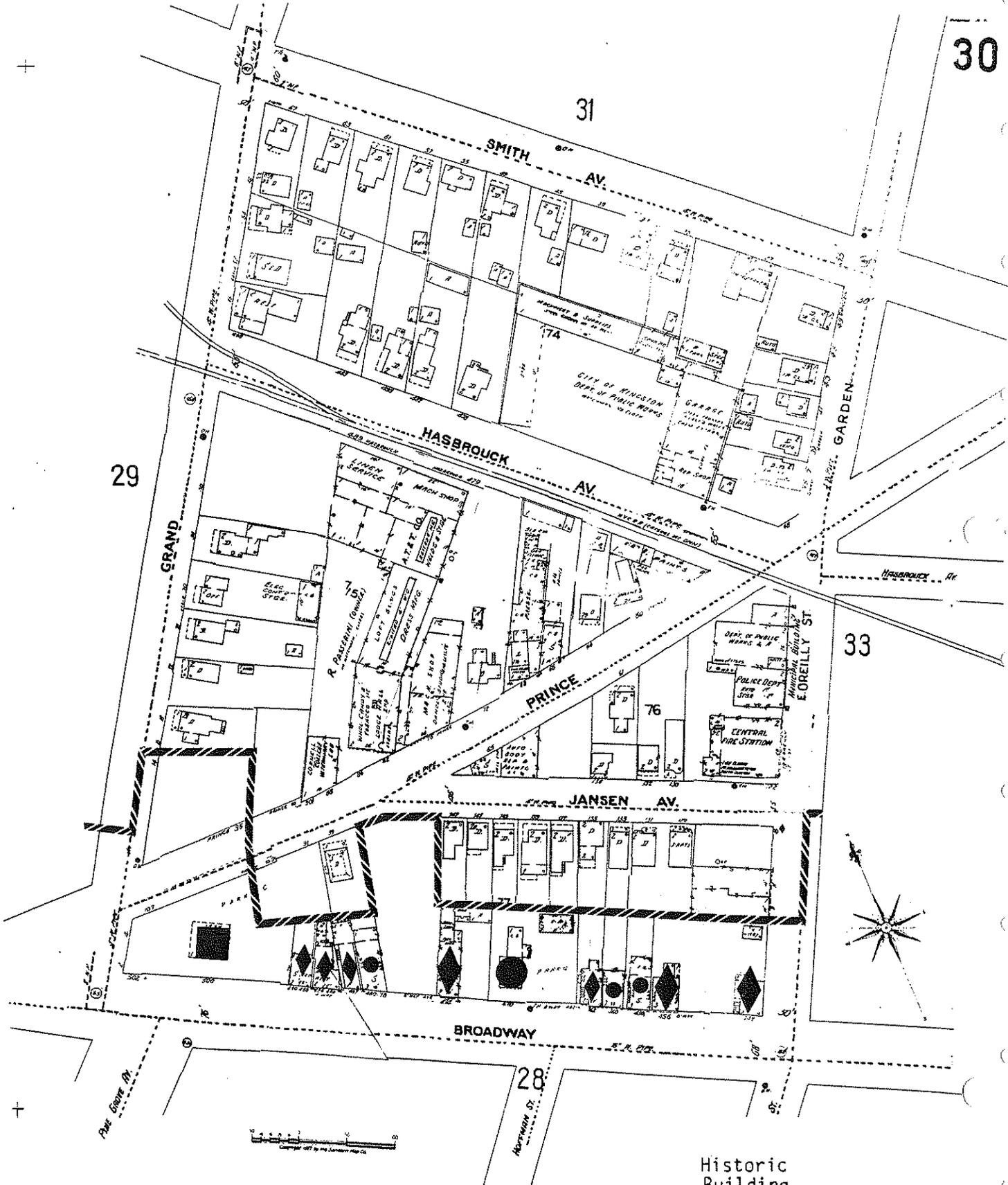
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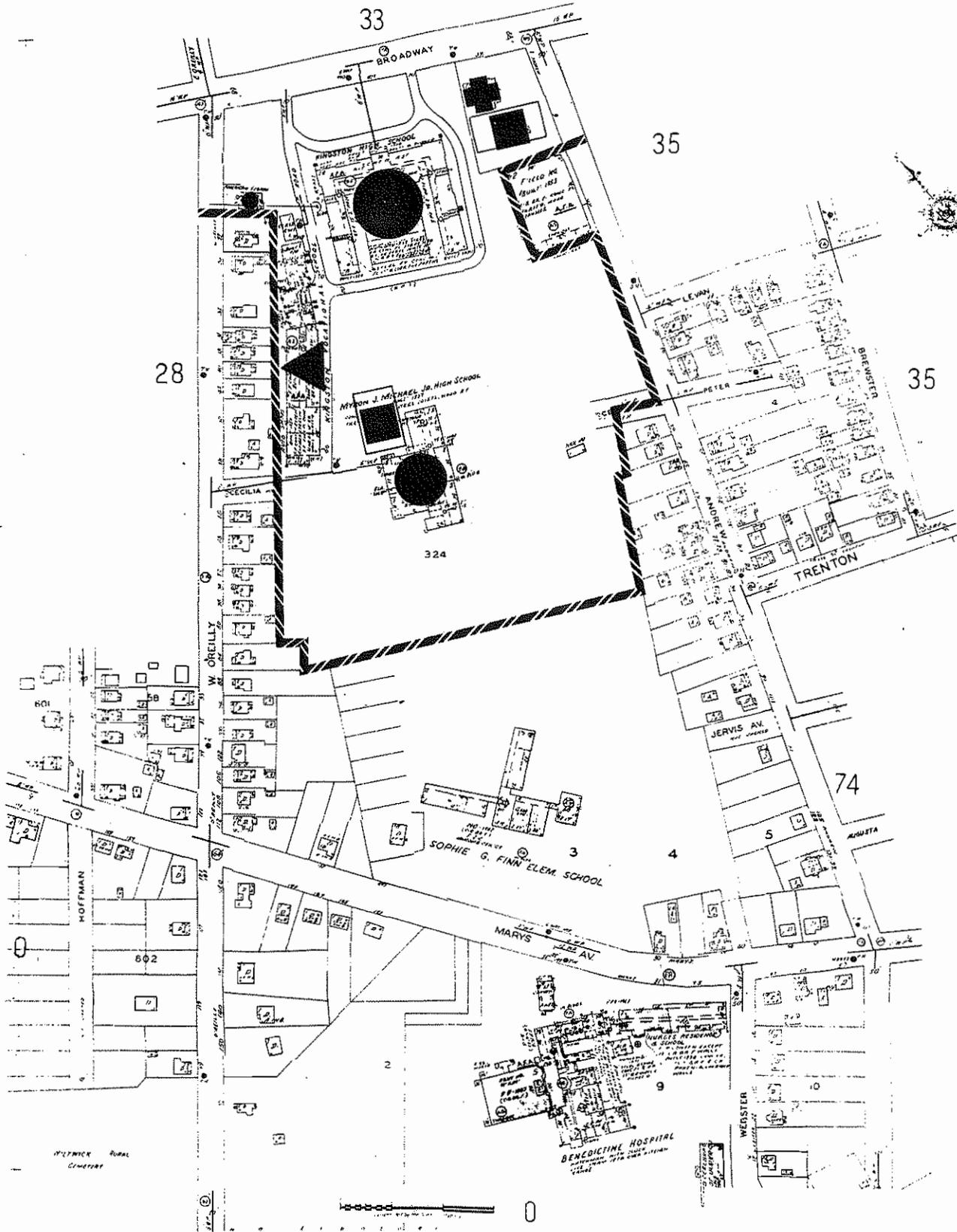
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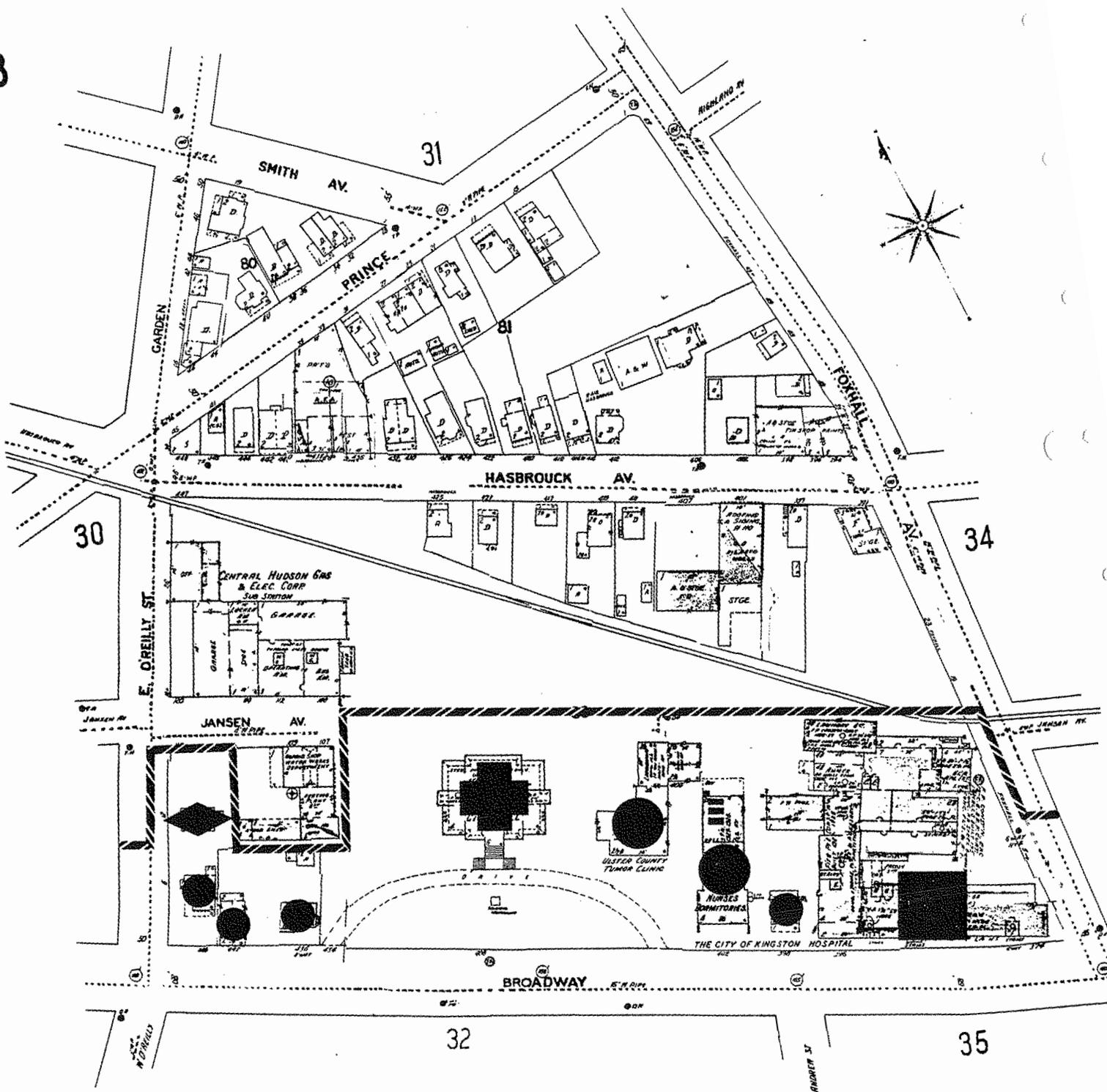


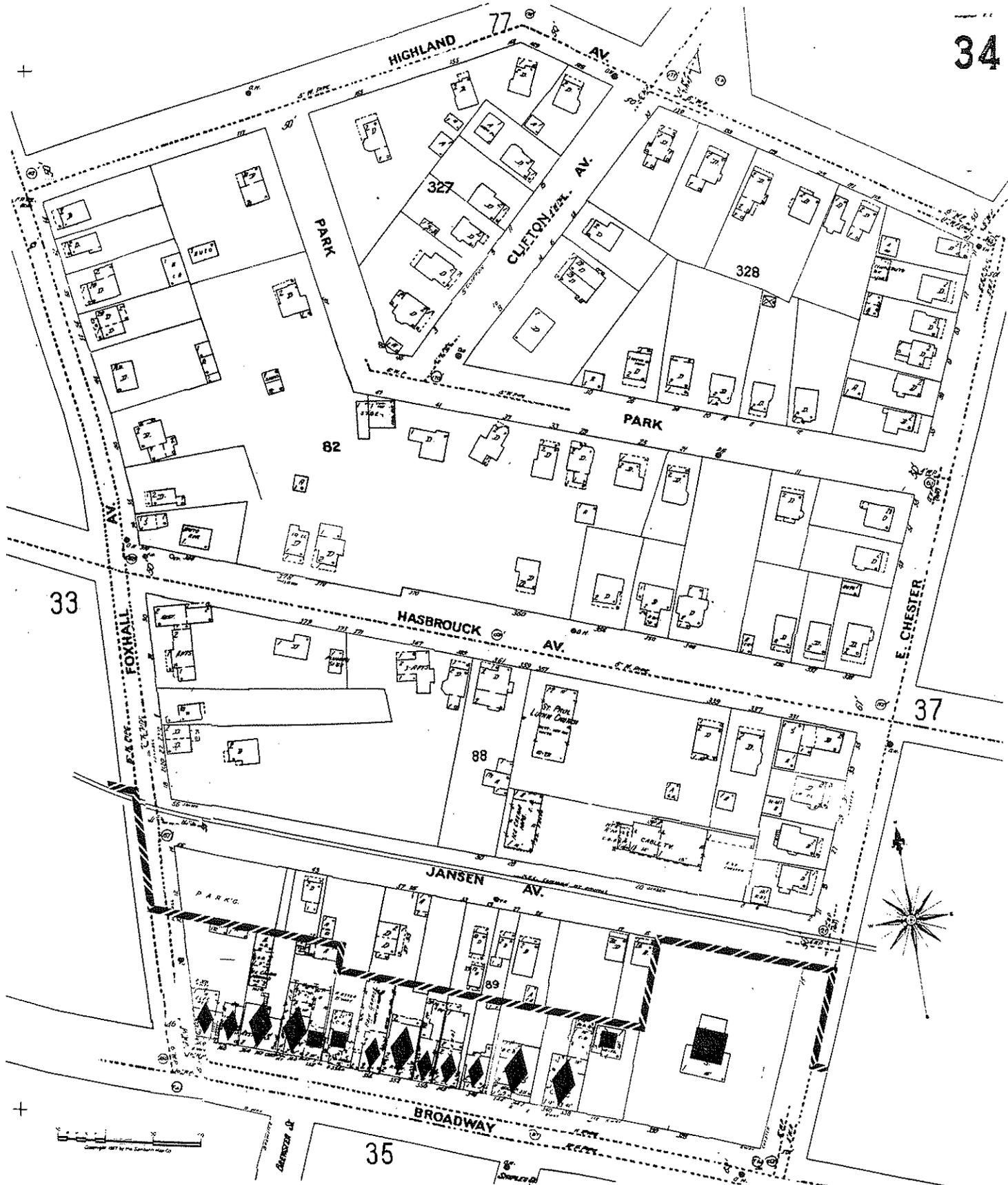






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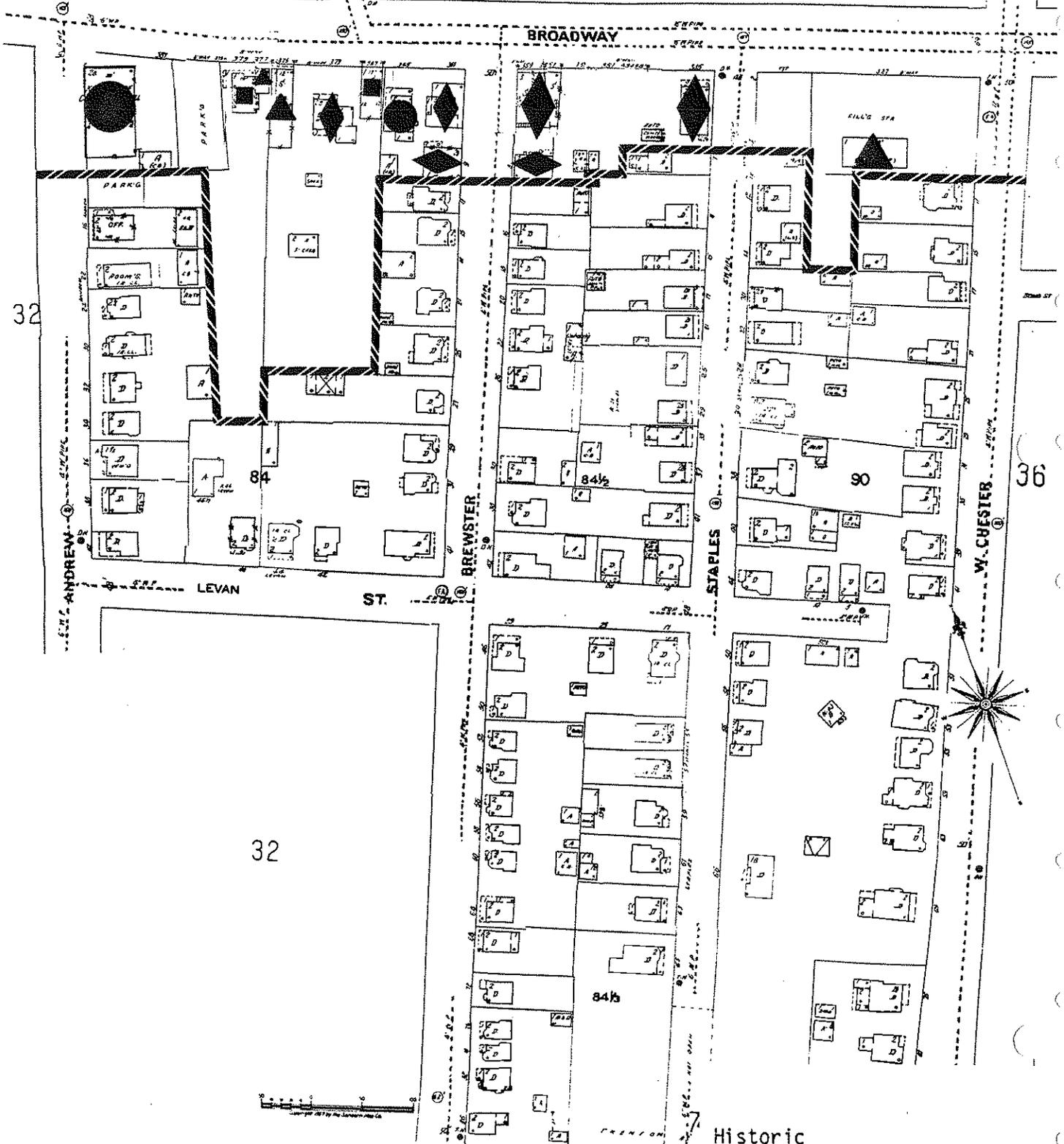
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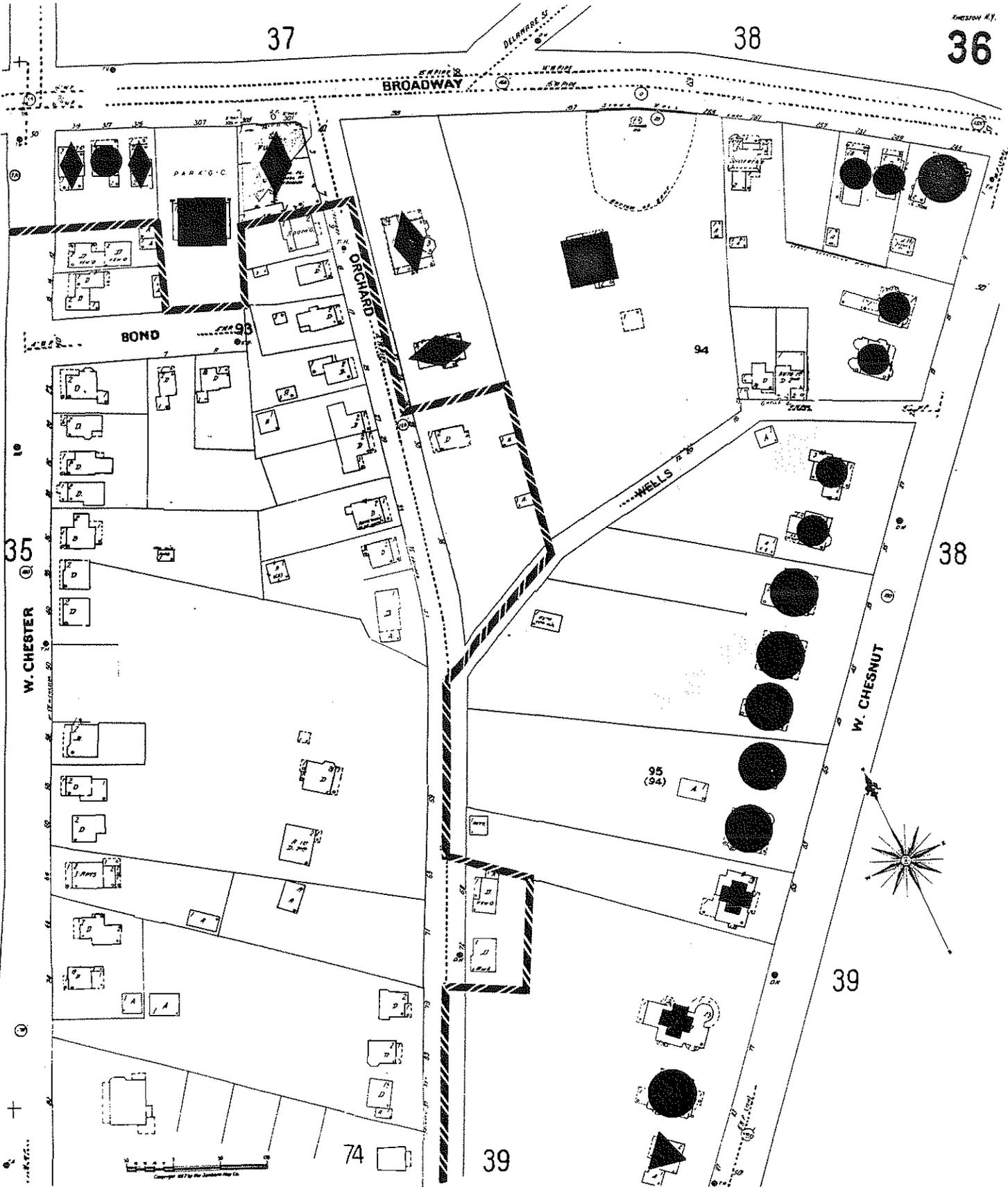
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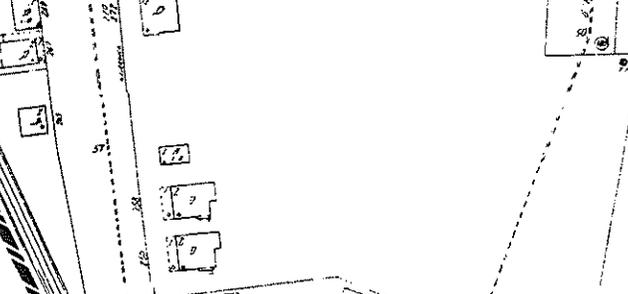
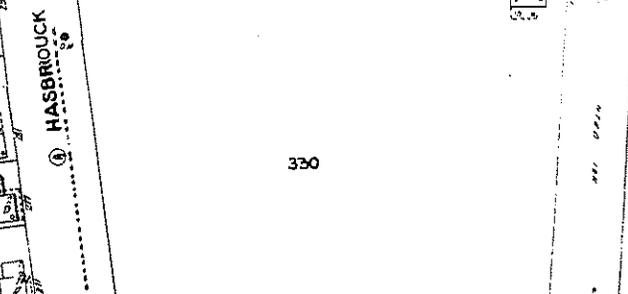
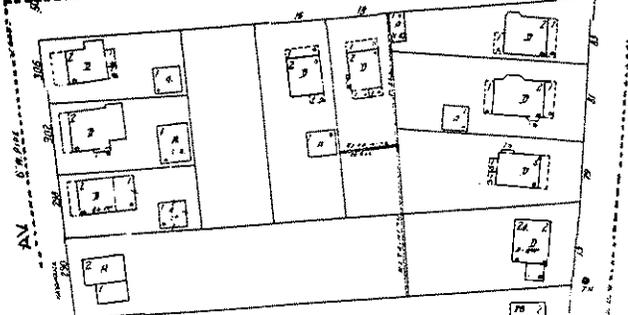
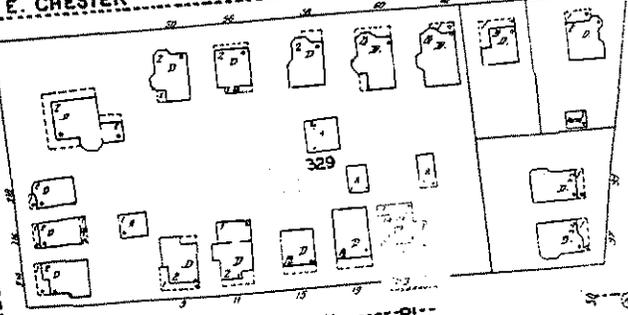
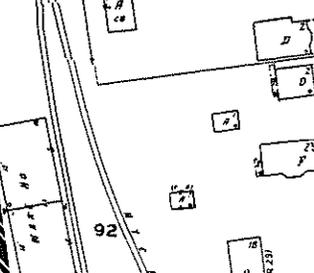
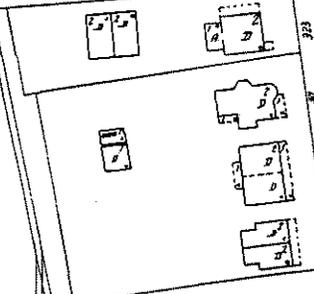
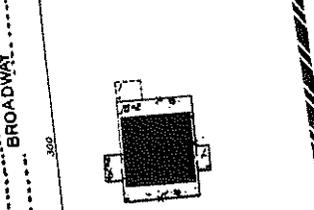
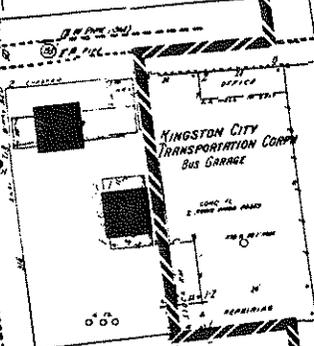


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PART OF BLK. 92 URBAN RENEWAL SITE.

34

E. CHESTER



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BROADWAY

DELAWARE AV

92

DELAWARE AV

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AV

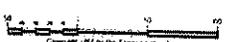
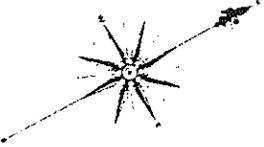
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HIGHLAND AV

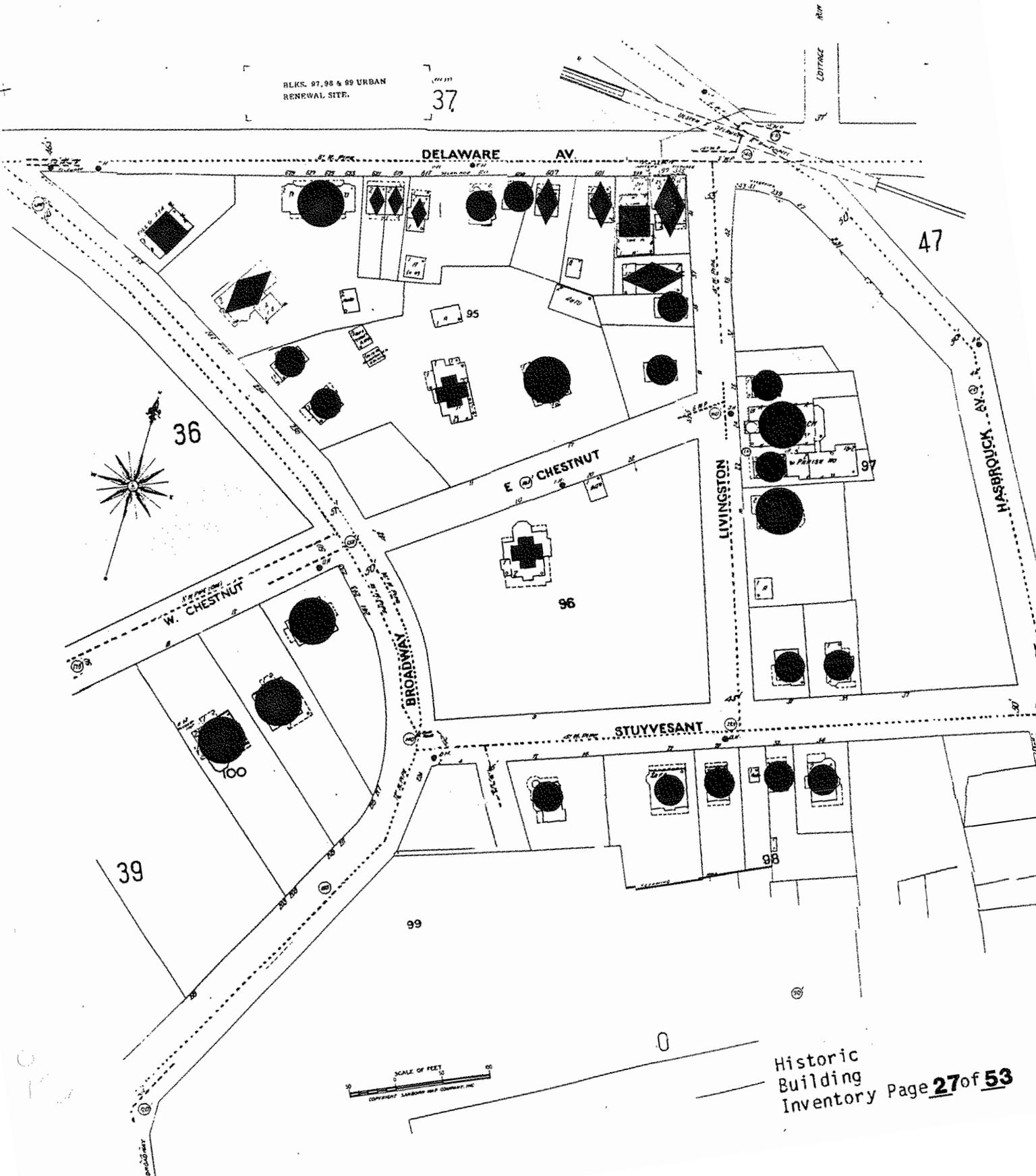
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BLKS. 97, 98 & 99 URBAN RENEWAL SITE.

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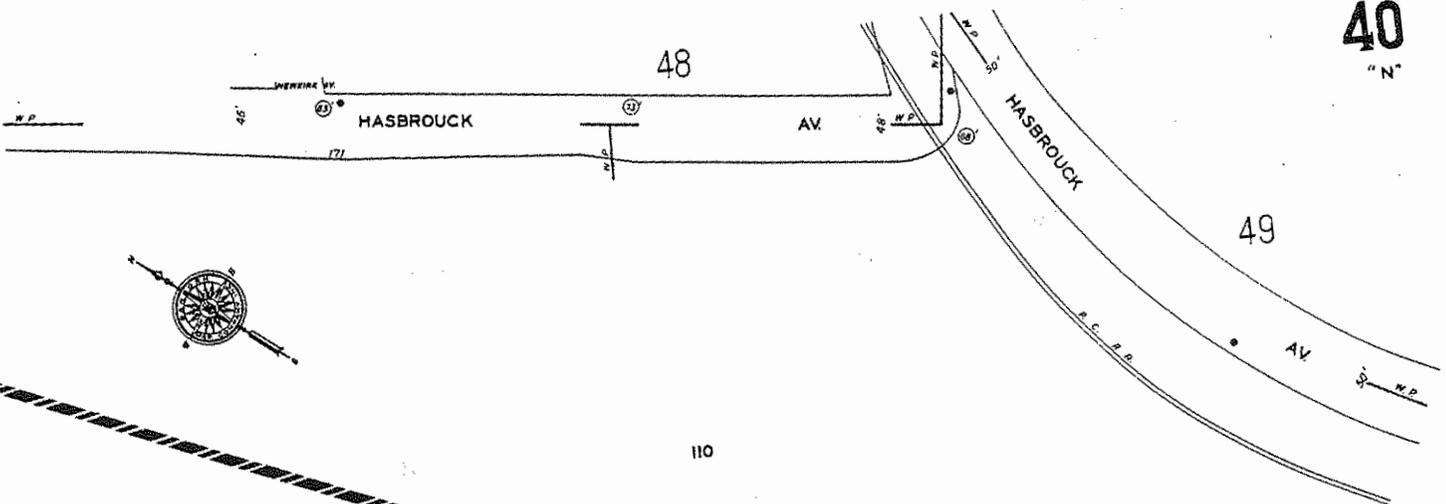
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KINGSTON, N.  
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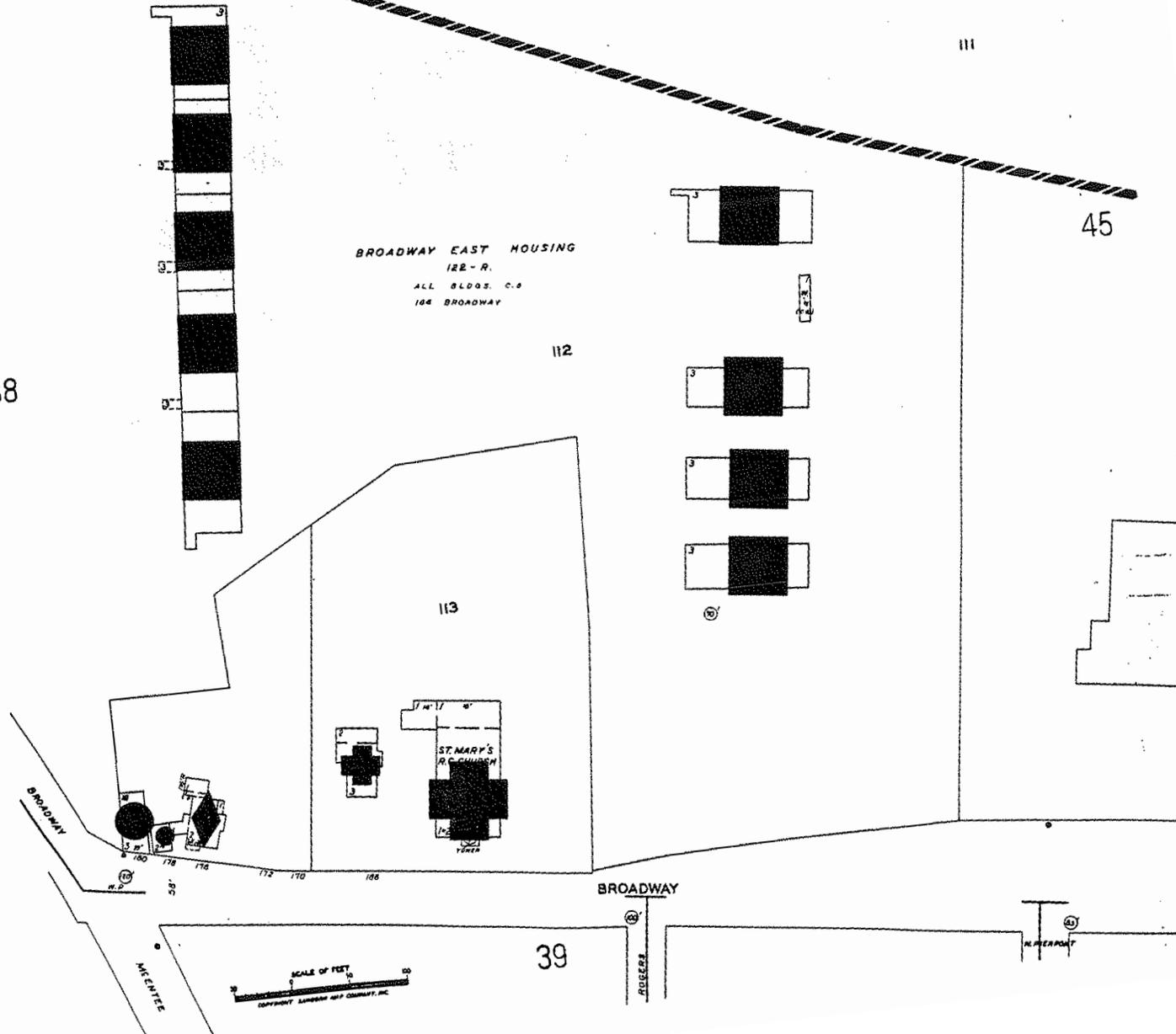
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122 - R.  
ALL BLDGS. C.O.  
184 BROADWAY

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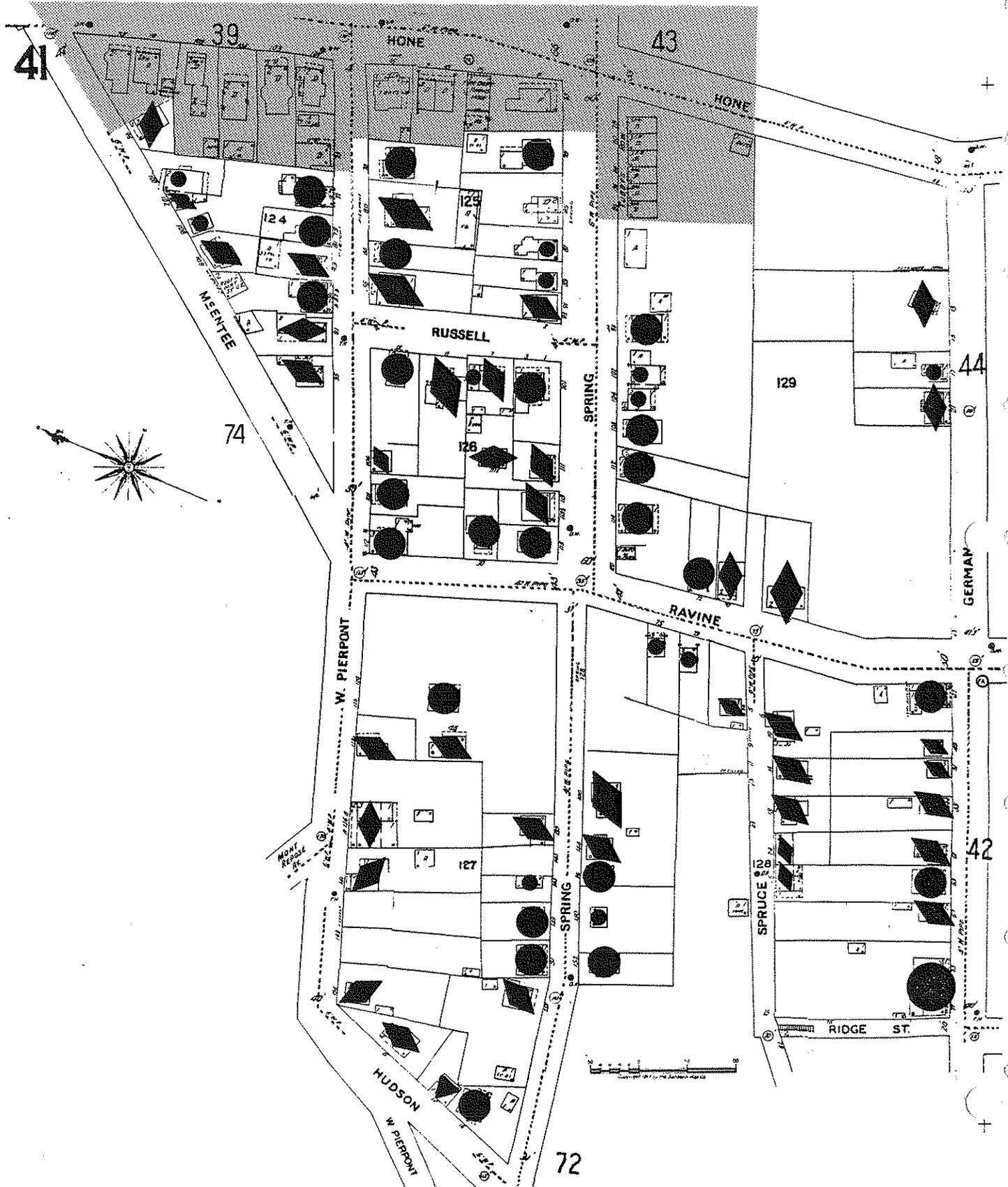
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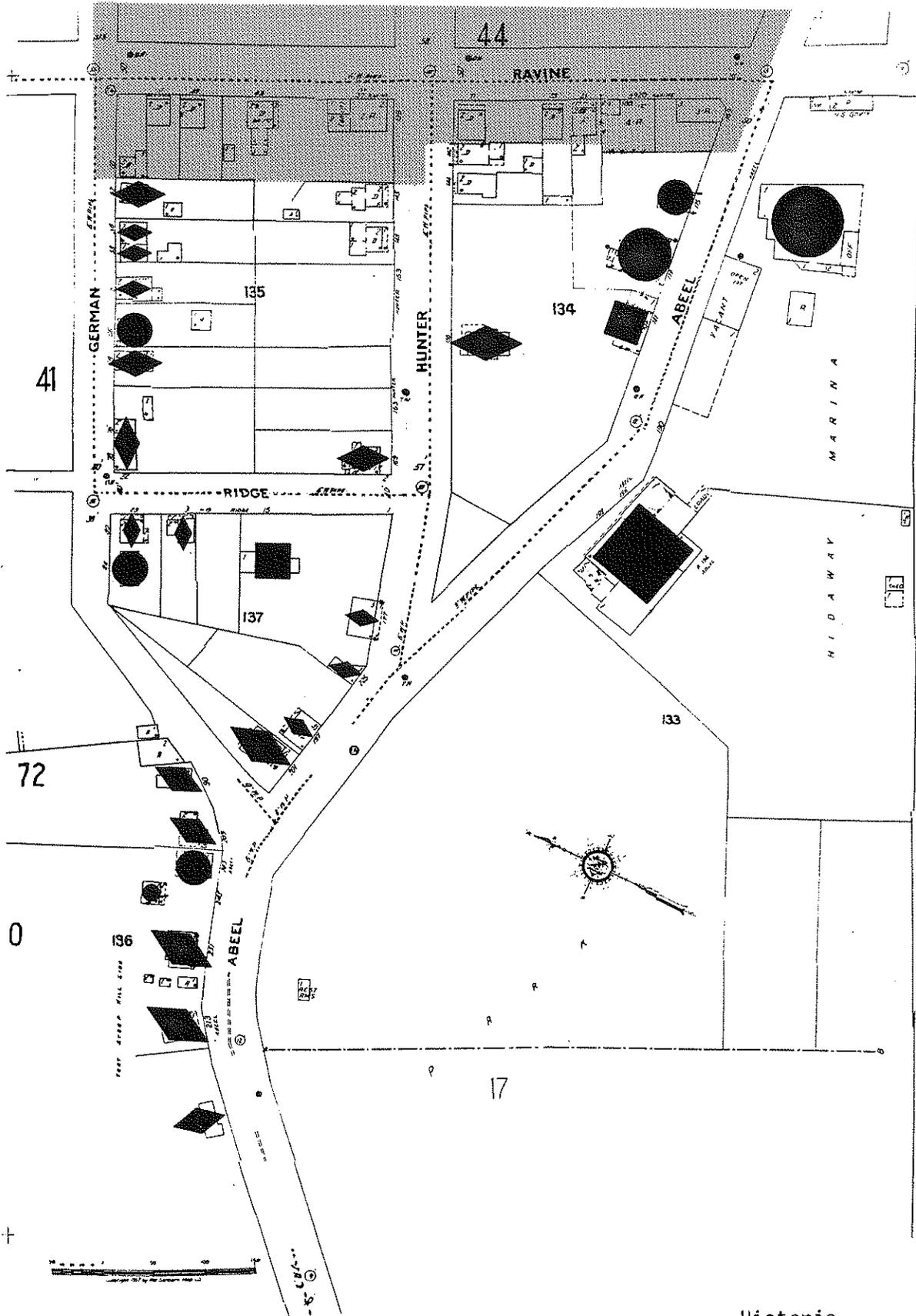
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39



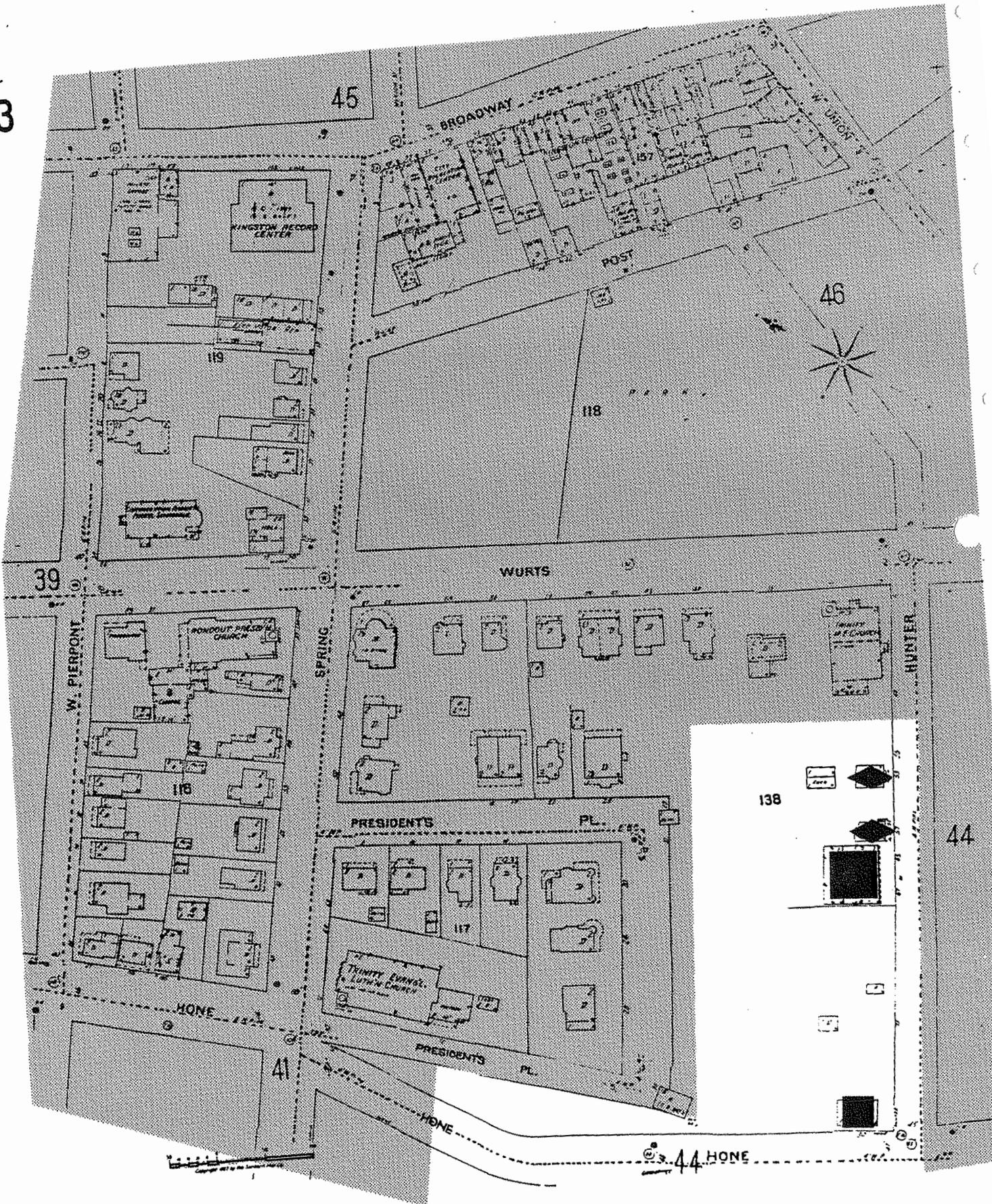
SCALE OF FEET  
0 20 40 60  
COPYRIGHT 2008 BY THE CITY OF KINGSTON, N.Y.



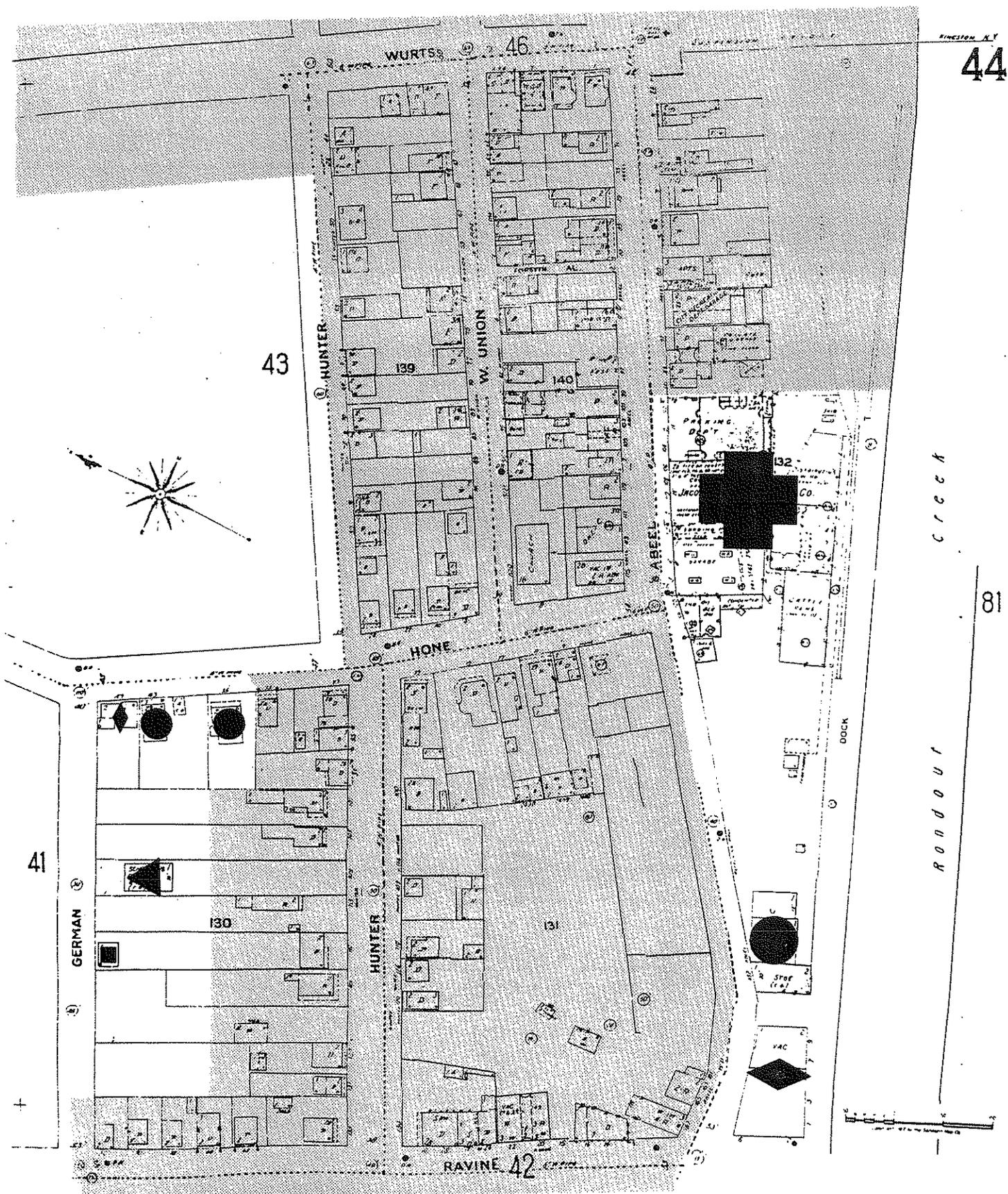


RONDOU CREEK

43



© 3. 44 HONE

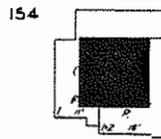
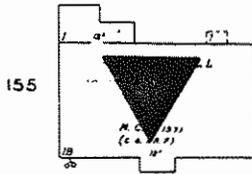


ROUNDOUT CREEK

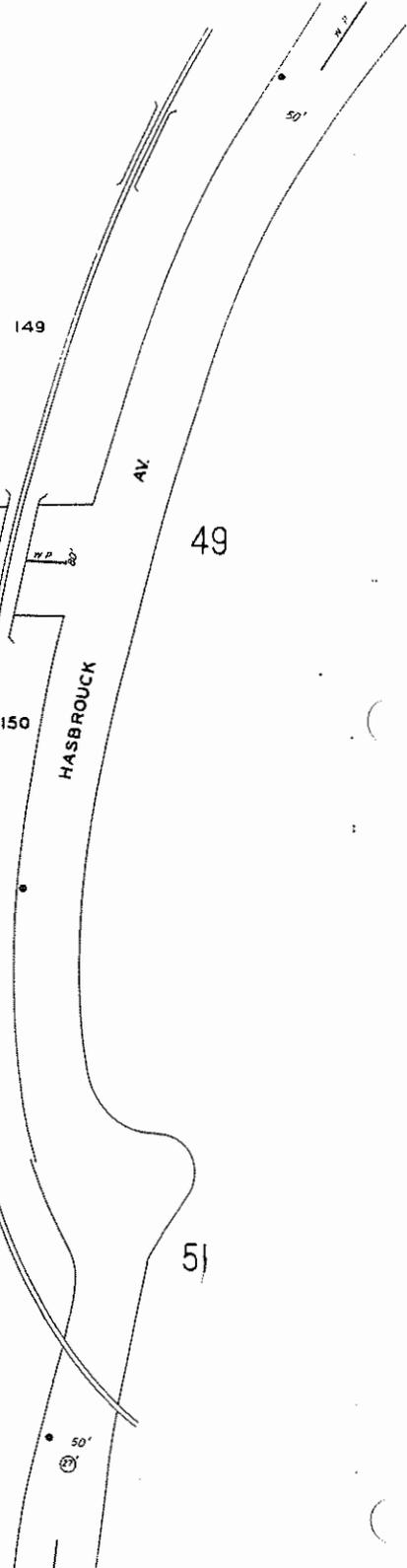
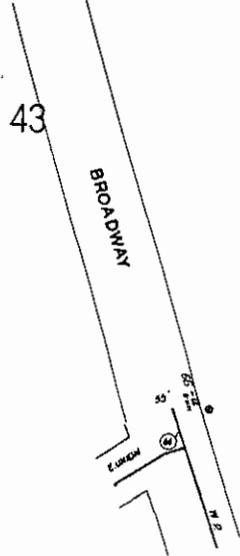
KINGSTON, N.Y.

45

40



MEADOW



156

153

150

45A

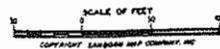
45A



151

51

45B



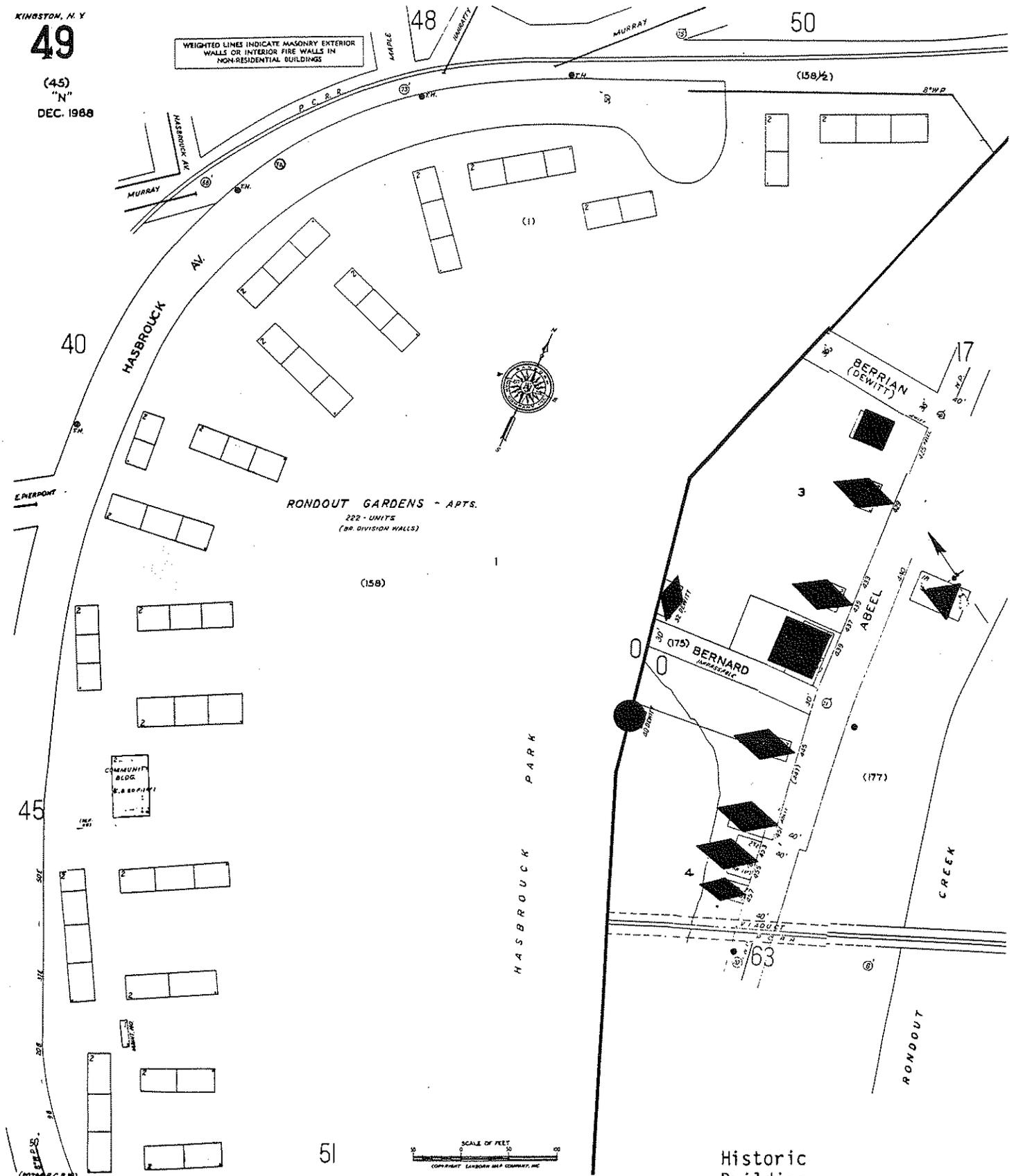
KINGSTON, N. Y.

49

(45)  
"N"

DEC. 1988

WEIGHTED LINES INDICATE MASONRY EXTERIOR WALLS OR INTERIOR FIRE WALLS IN NON-RESIDENTIAL BUILDINGS



RONDOUT GARDENS - APTS.  
222 - UNITS  
(OR DIVISION WALLS)

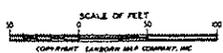
(158)

(175) BERNARD

BERRIAN (DEWITT)

(177)

63



51

PARTS OF BLKS. 160, 161 & 159  
URBAN RENEWAL SITE.

52

158

0

E. UNION

160

PROLLEY MUSEUM  
M-5  
(1894)

CITY OF KINGSTON DEWAGE TREATMENT PLANT

E. STRAND

(NEW FERRY)

B. MILLONS & SONS

MIRON BUILDING PRODUCTS CO. INC

RODDOLI CREEK

159

49

162

RODDOLI LANDING

HASBROUCK AV.

AV.

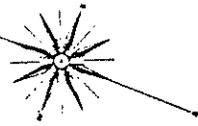
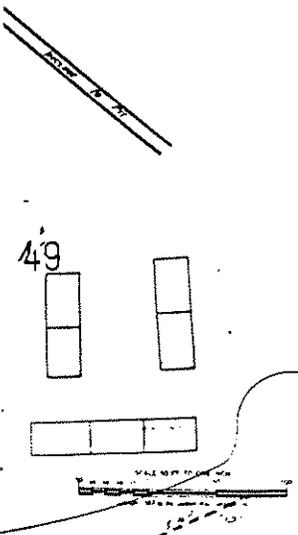
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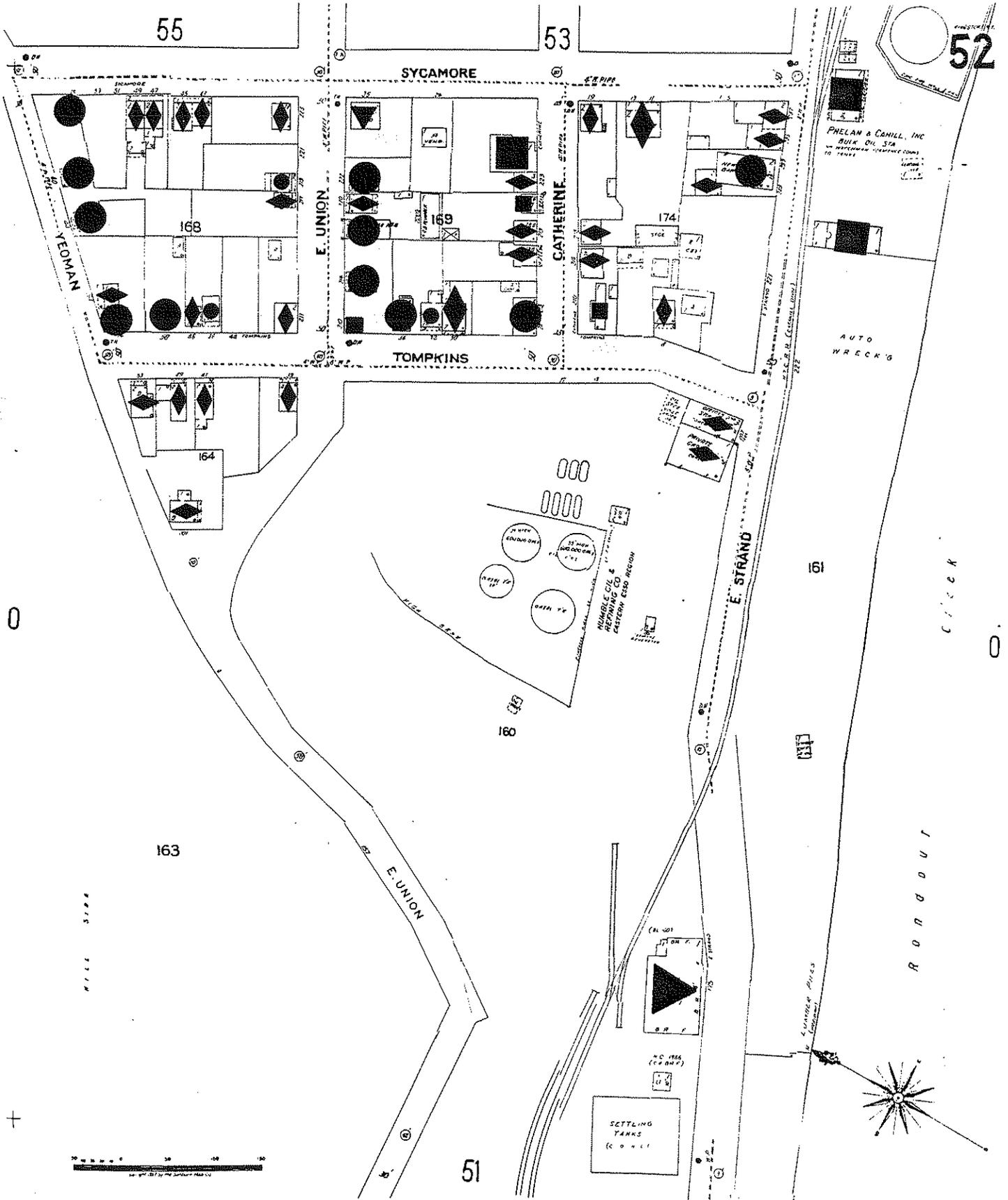
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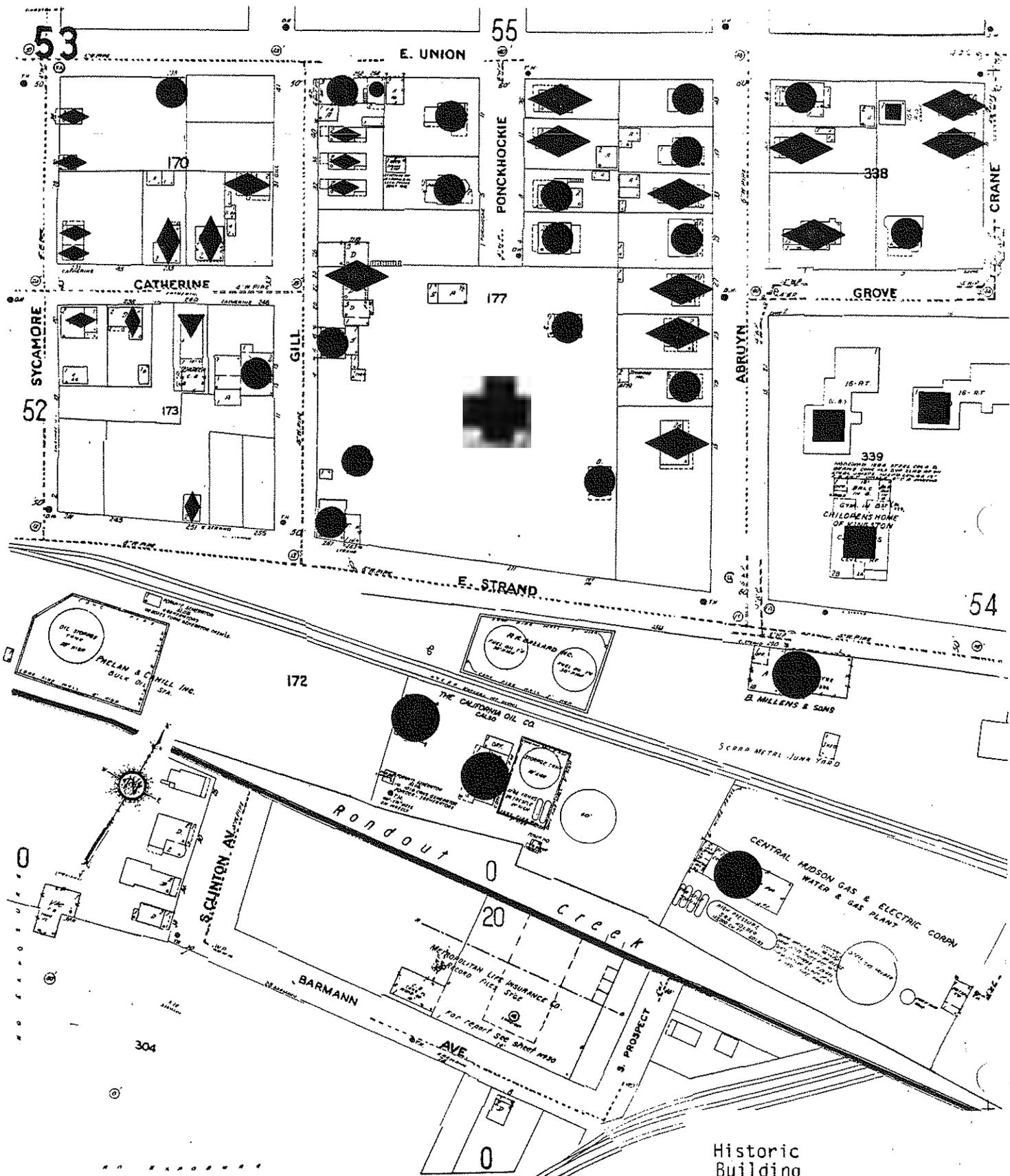
115'

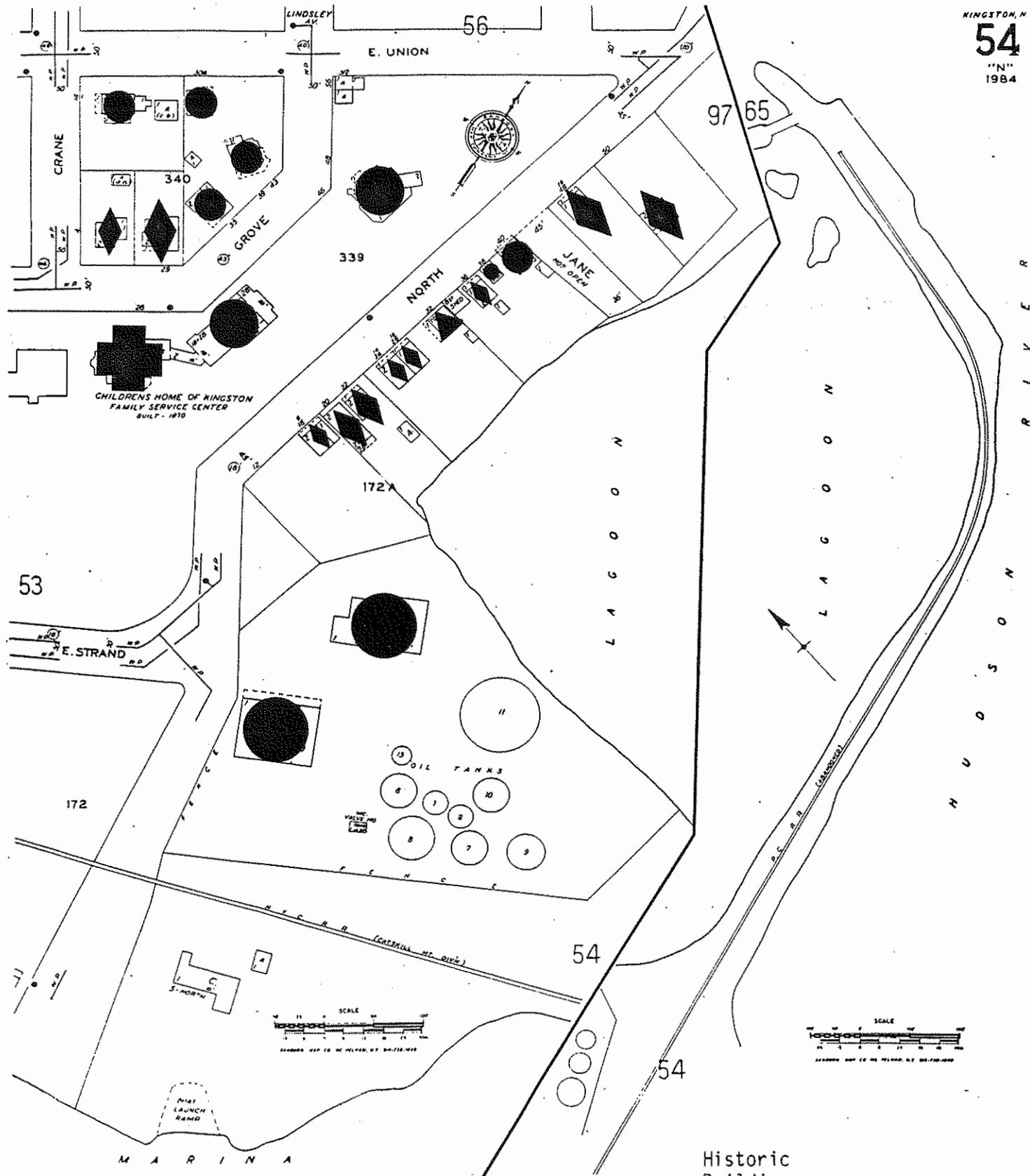
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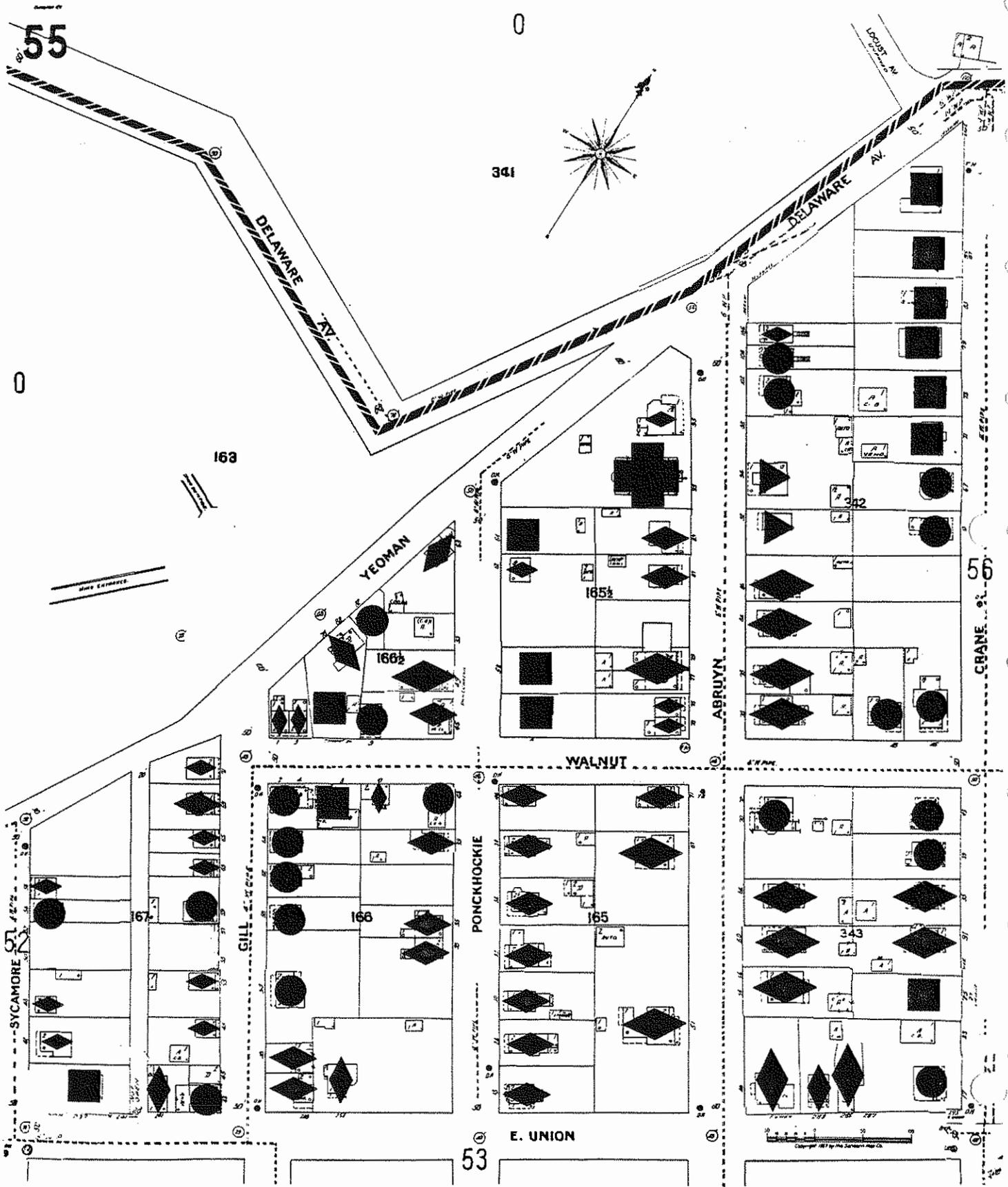
MILL

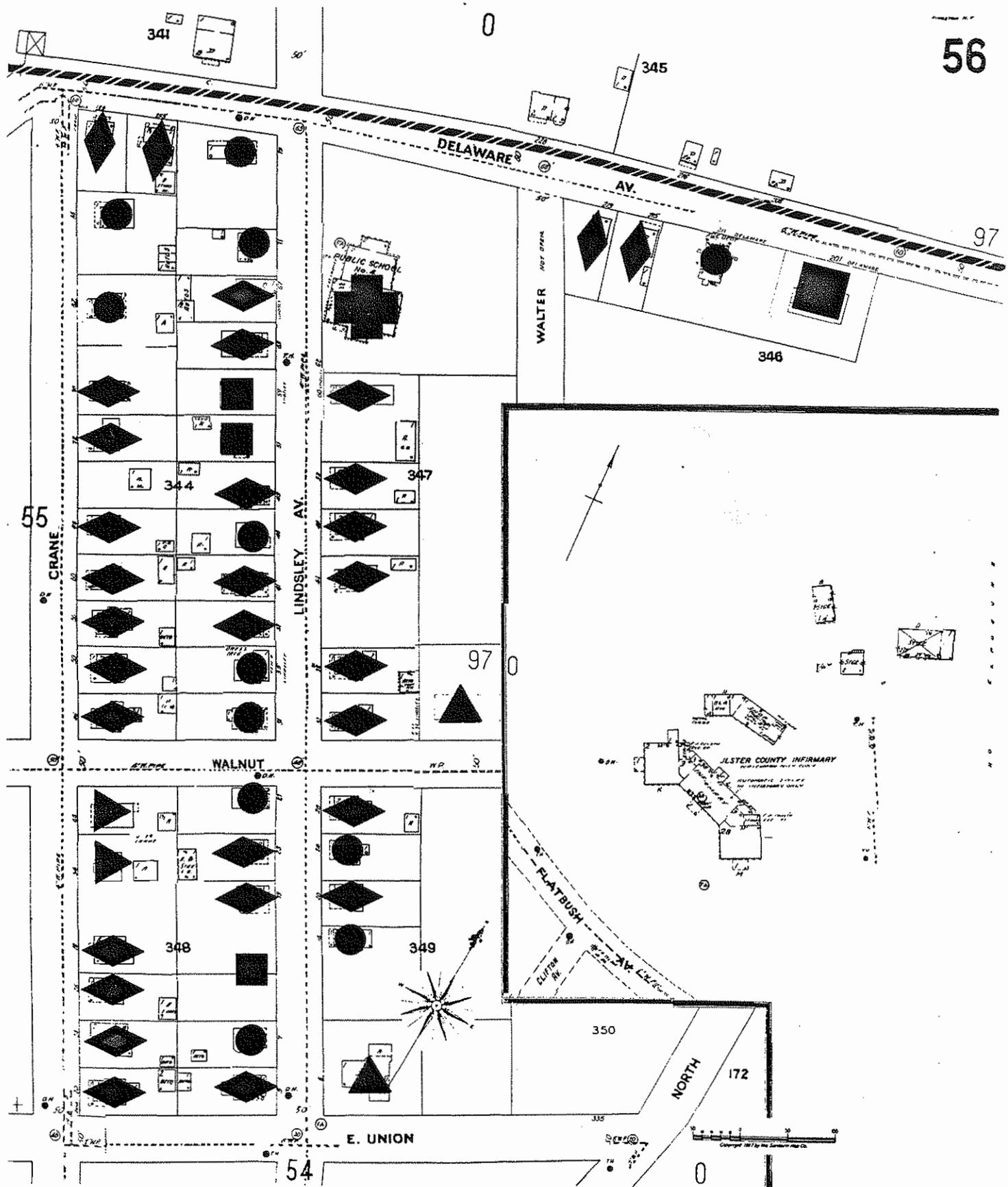


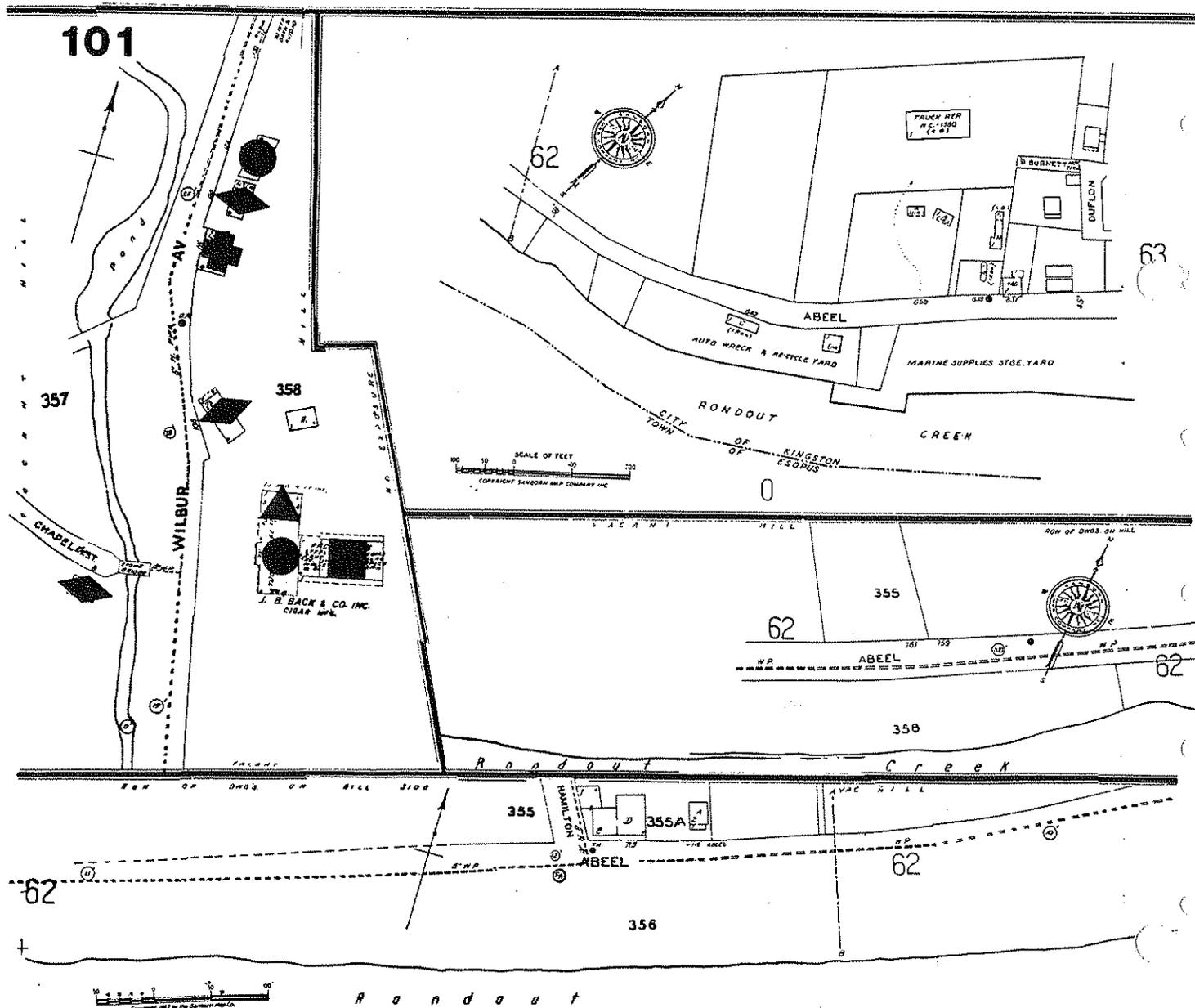
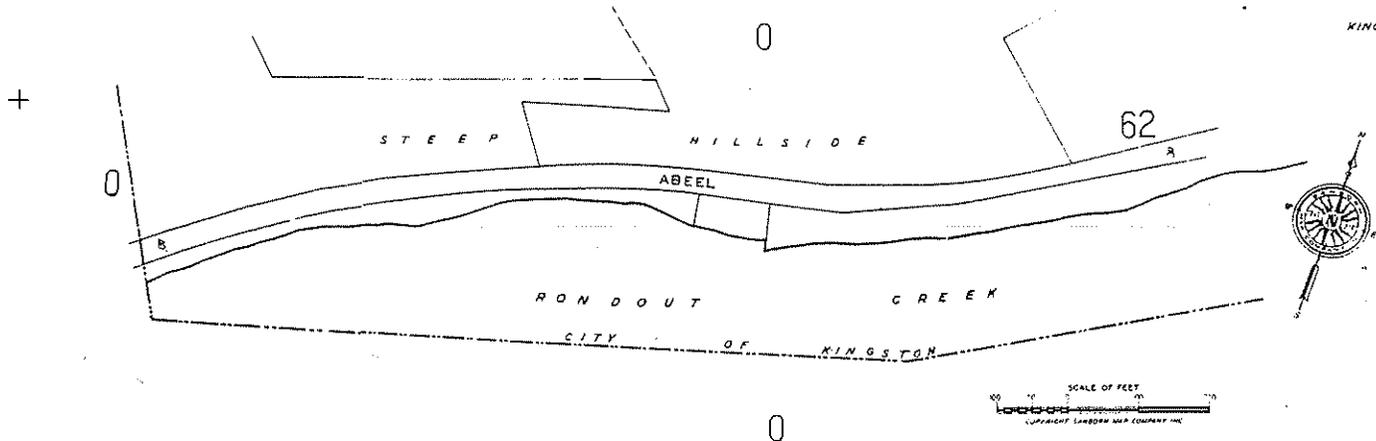












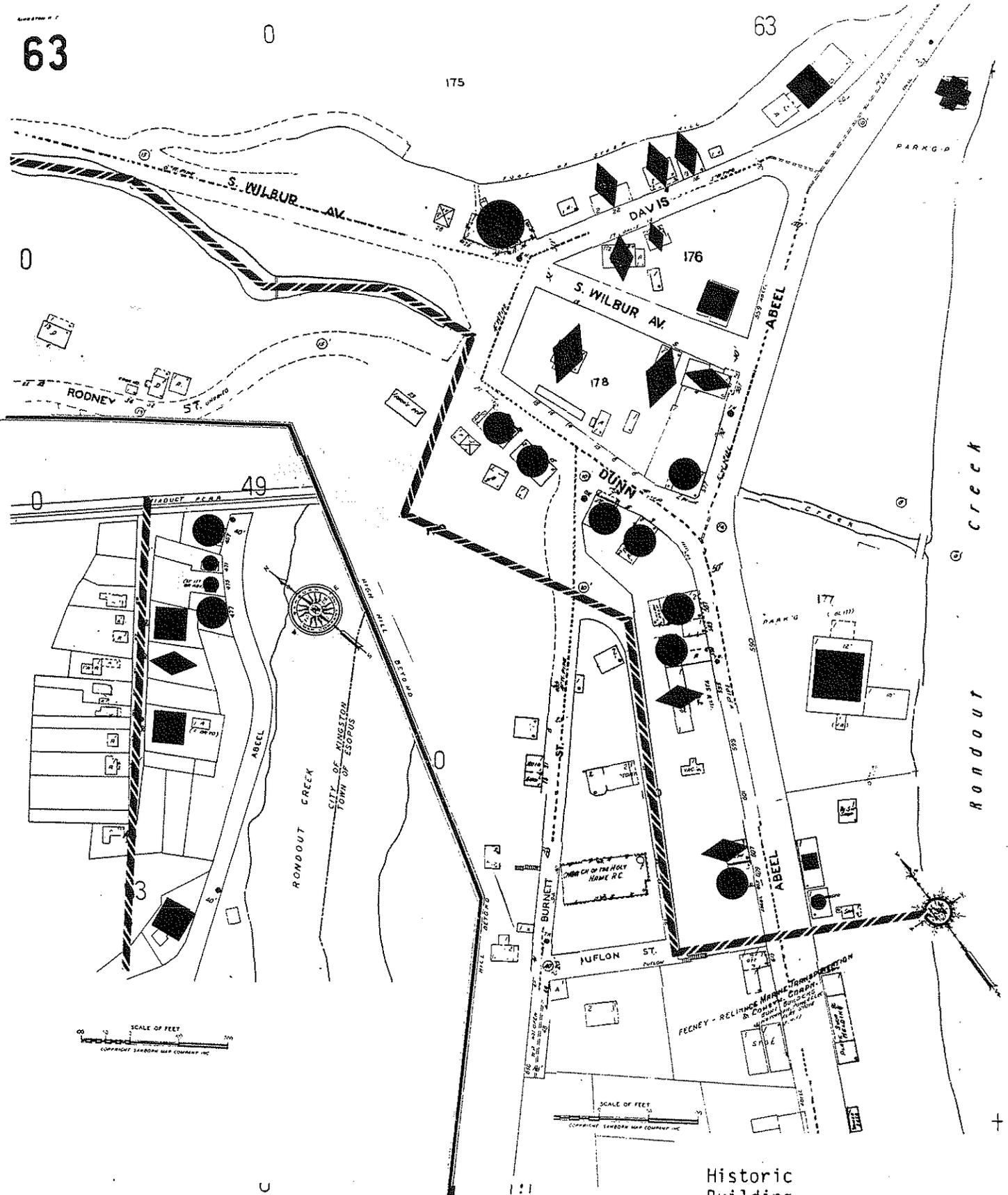
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63

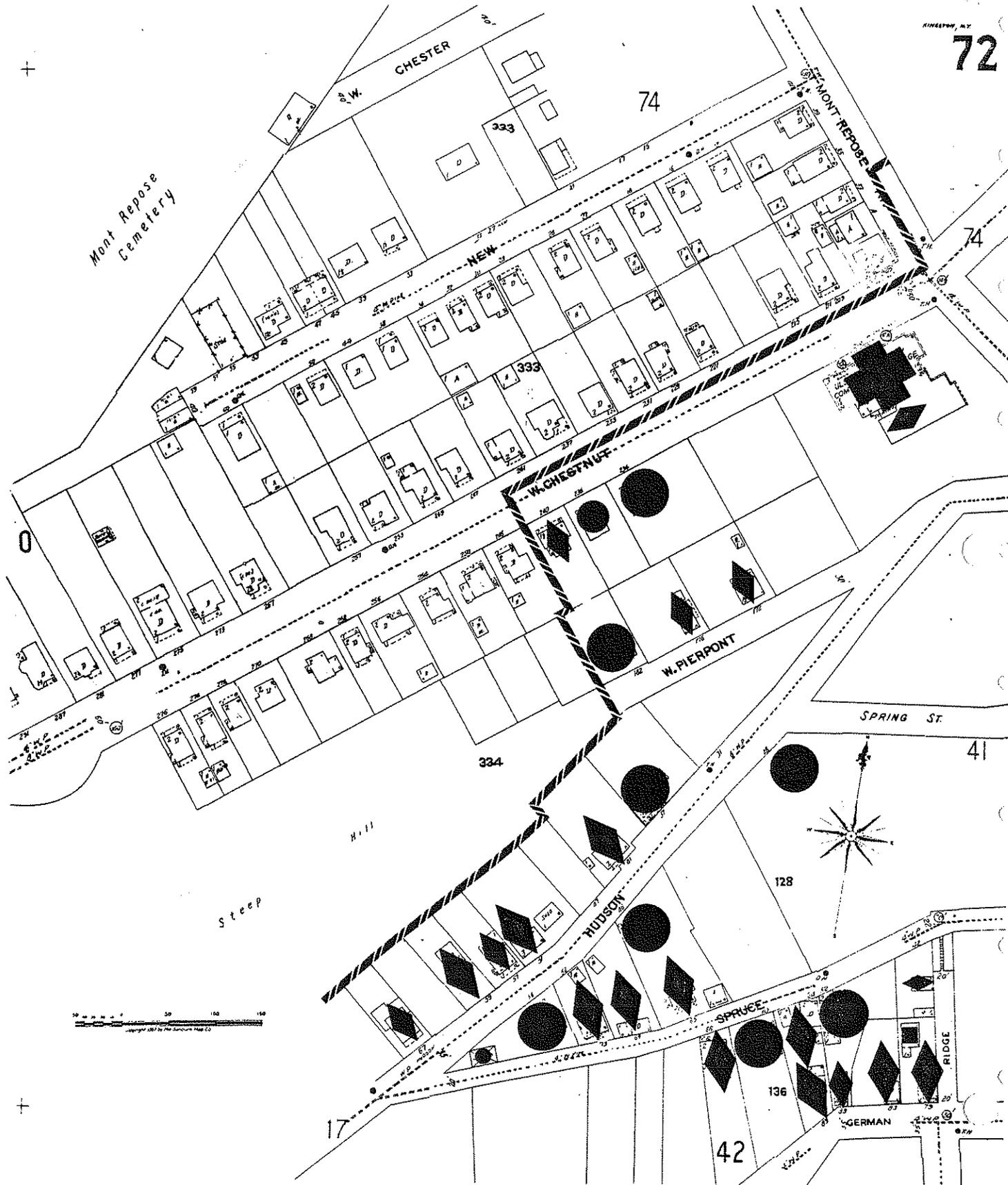
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KINGSFORD, NY

72



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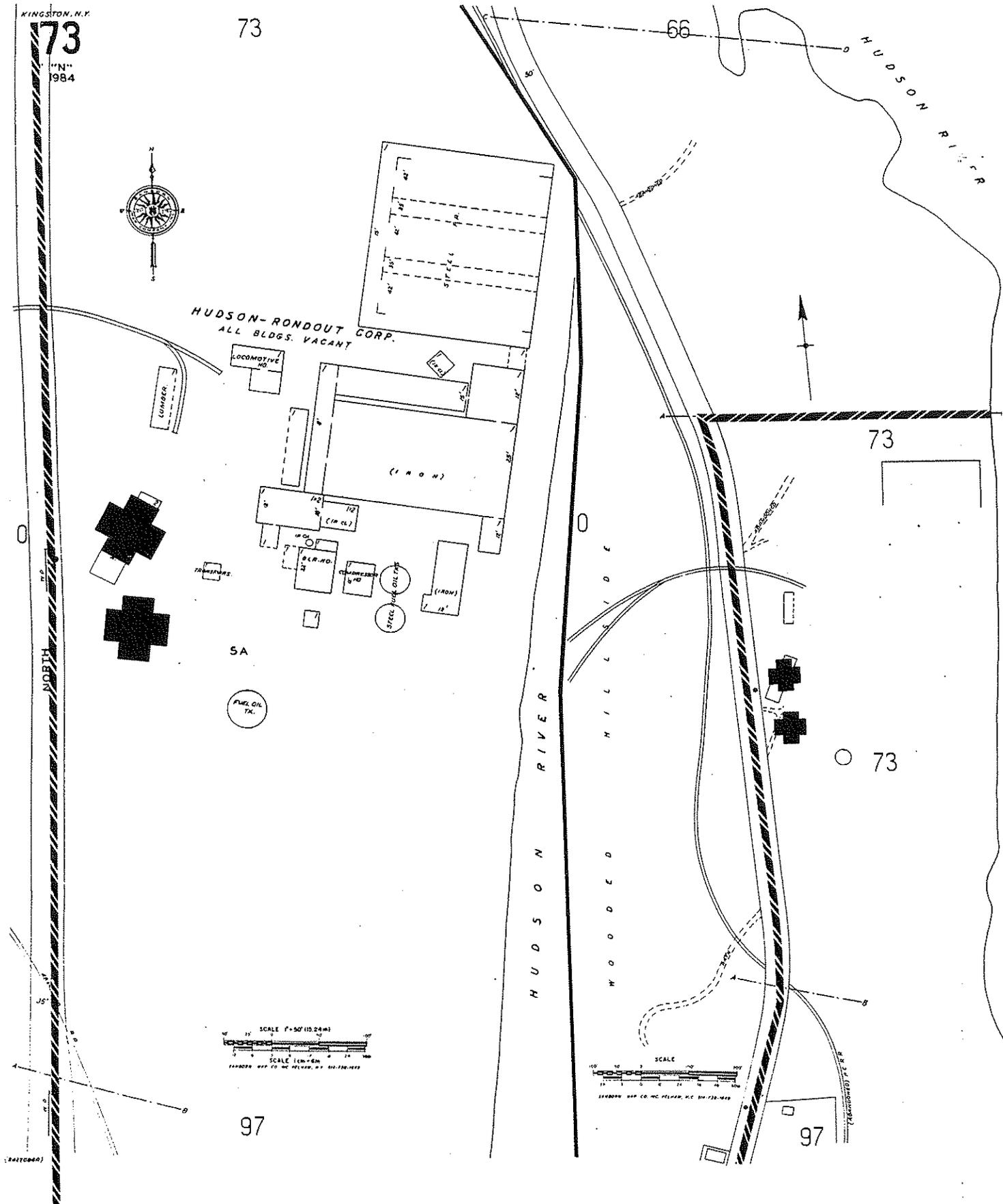
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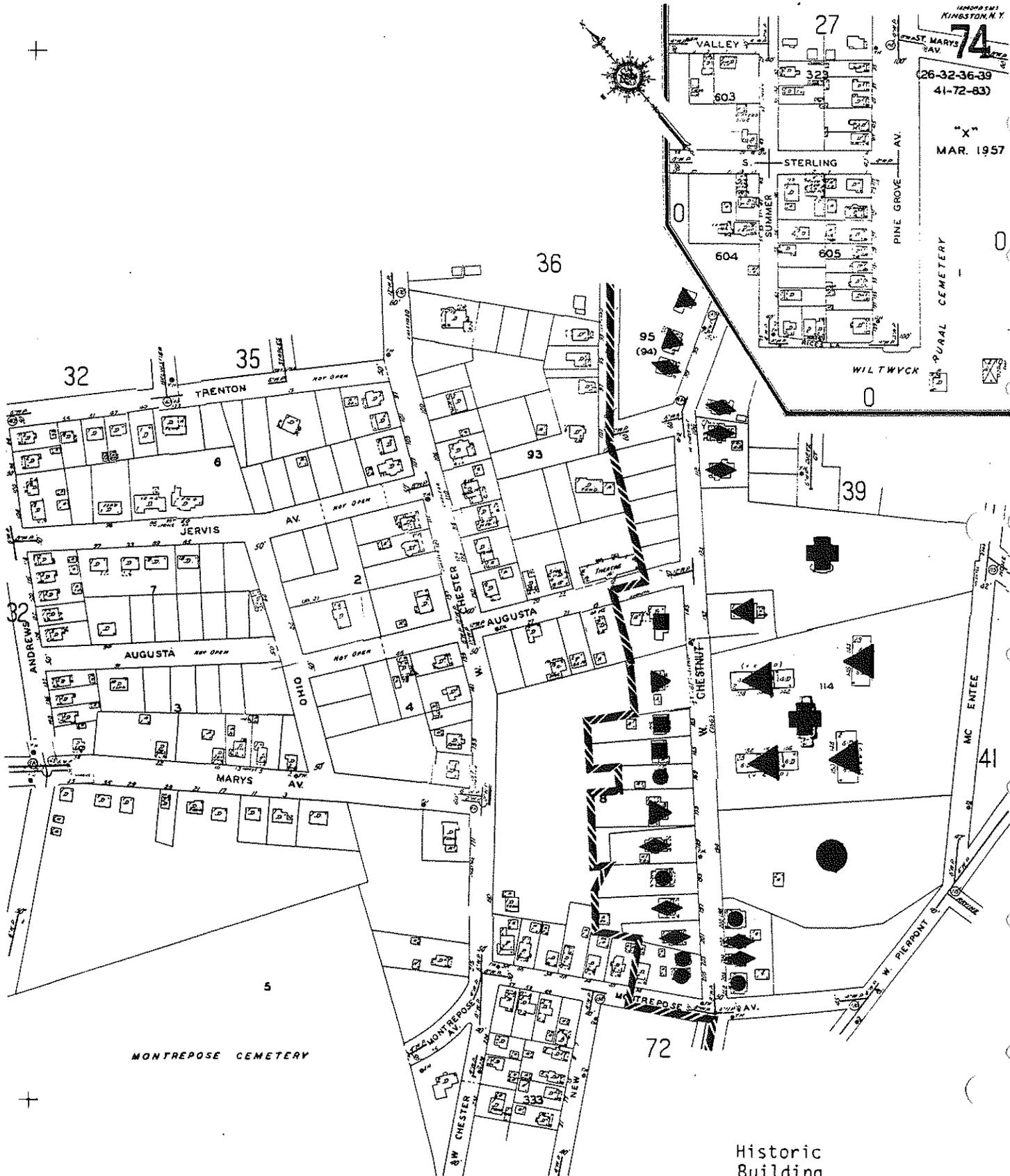
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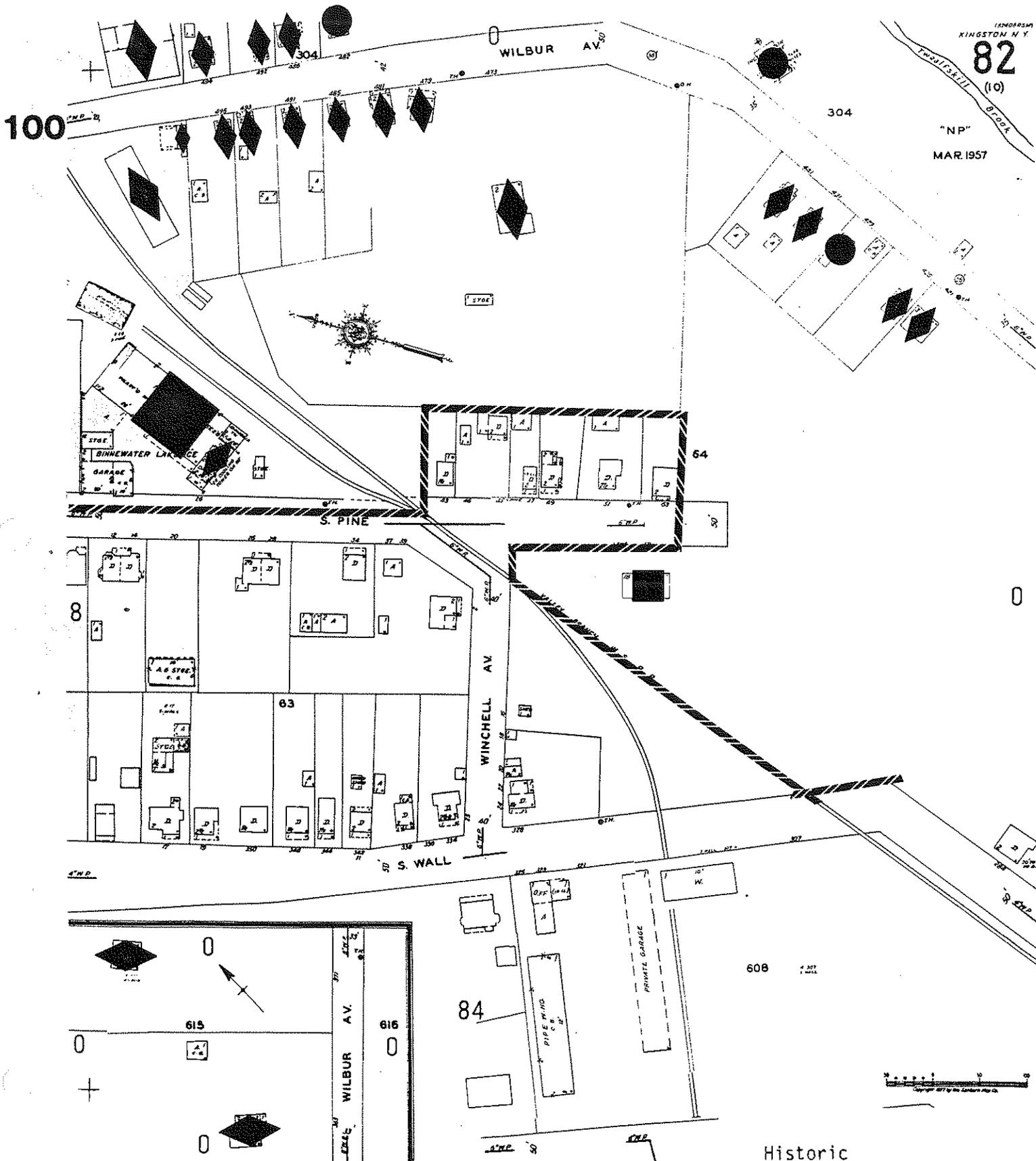
74

41

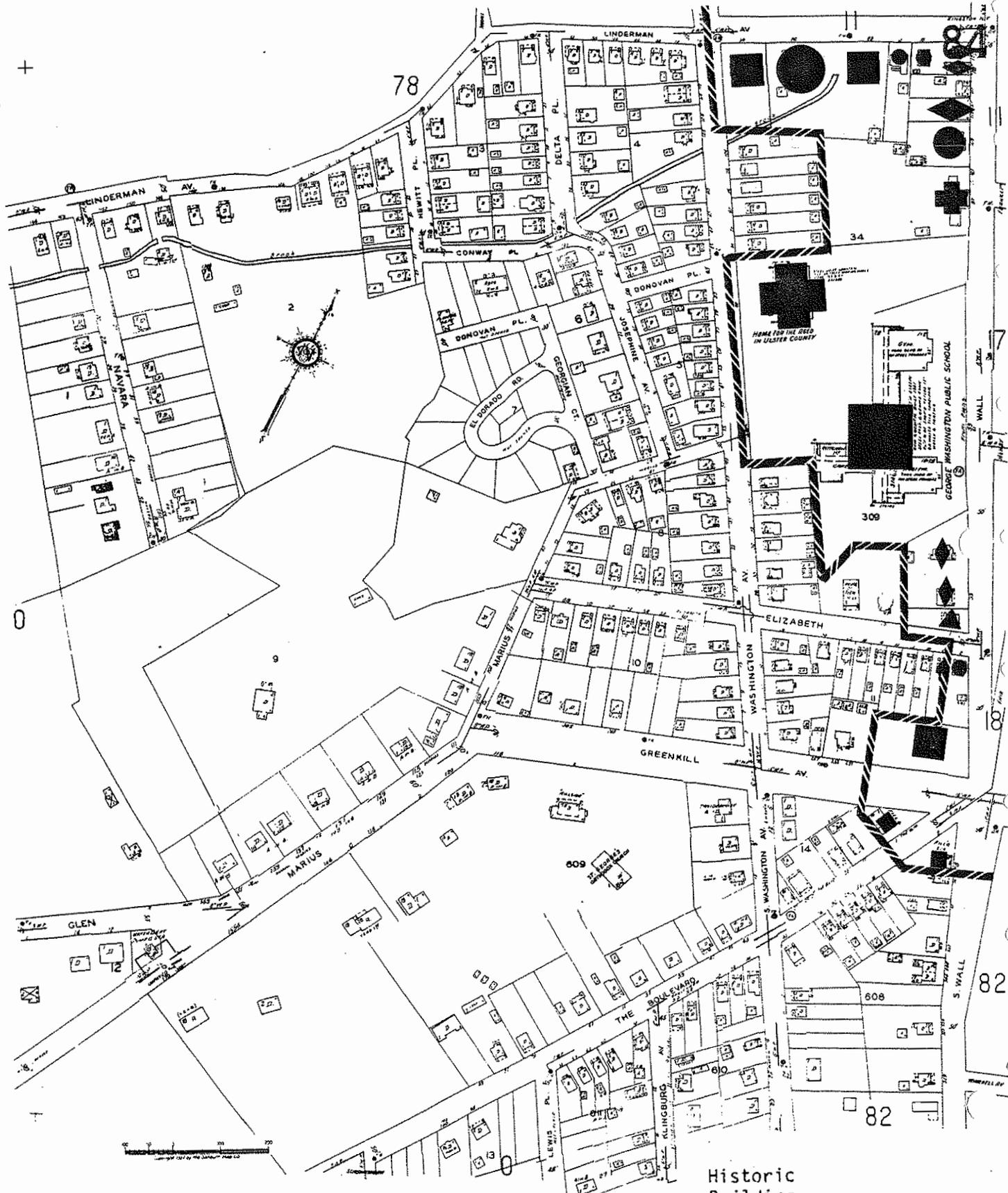
42



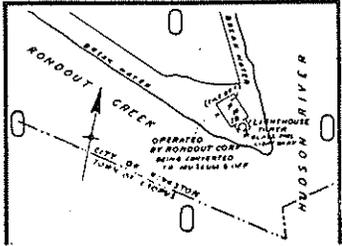
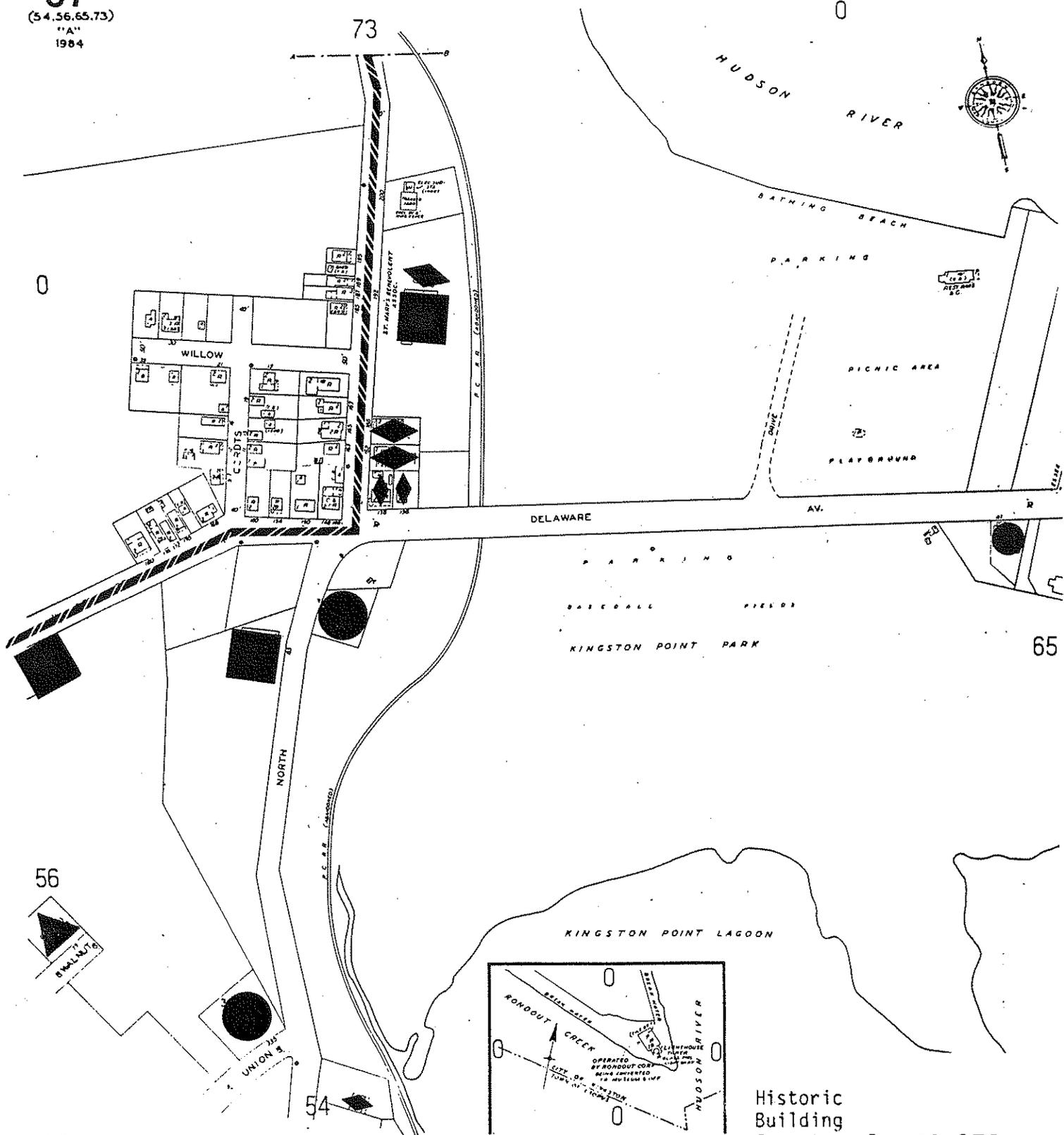




1600485M  
 KINGSTON, N. Y.  
**82**  
 (10)  
 "NP"  
 MAR. 1957



KINGSTON, N.Y.  
**97**  
(54.56.65.73)  
"A"  
1984

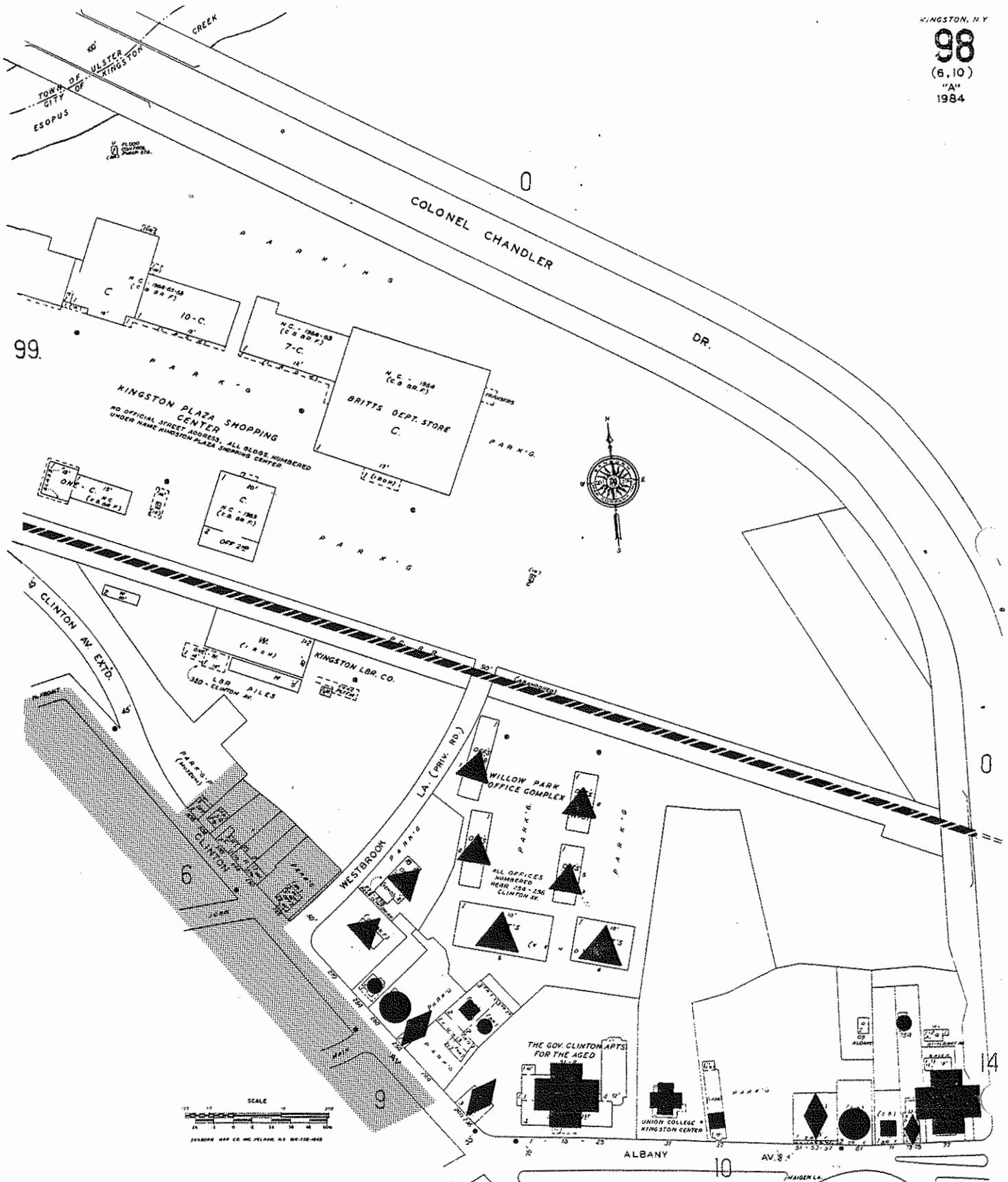


KINGSTON, N.Y.

98

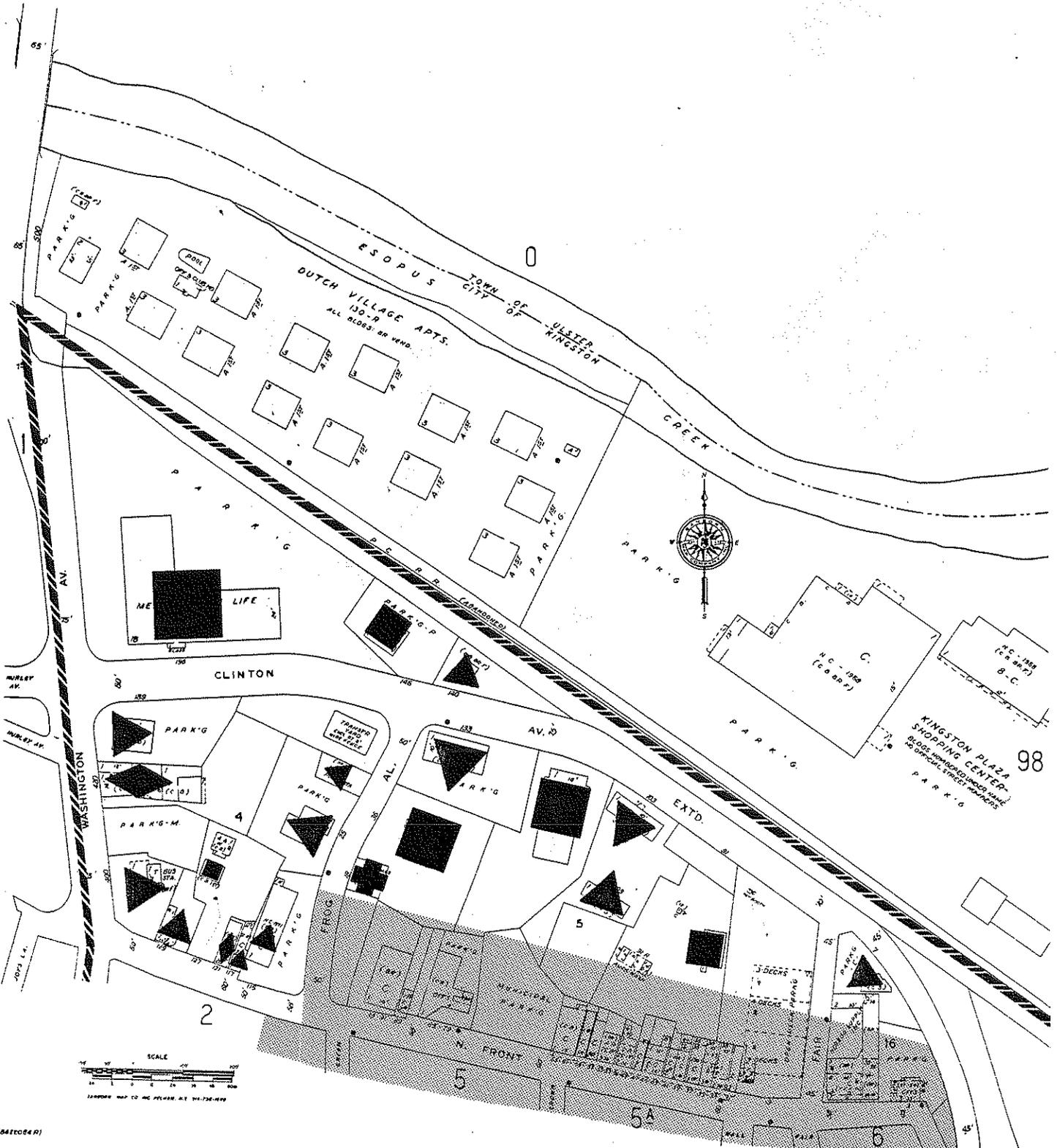
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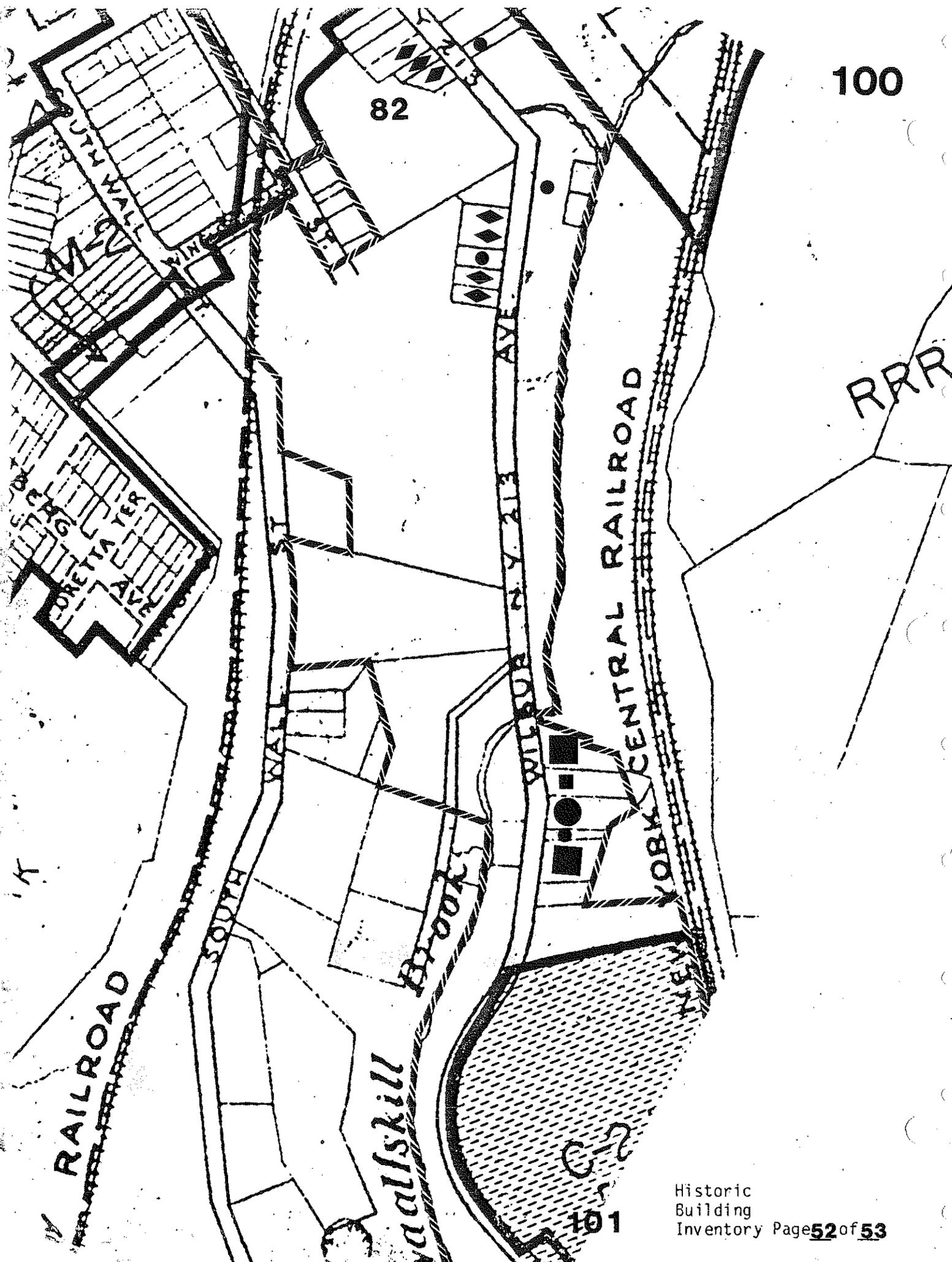
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1984



KINGSTON, N.Y.

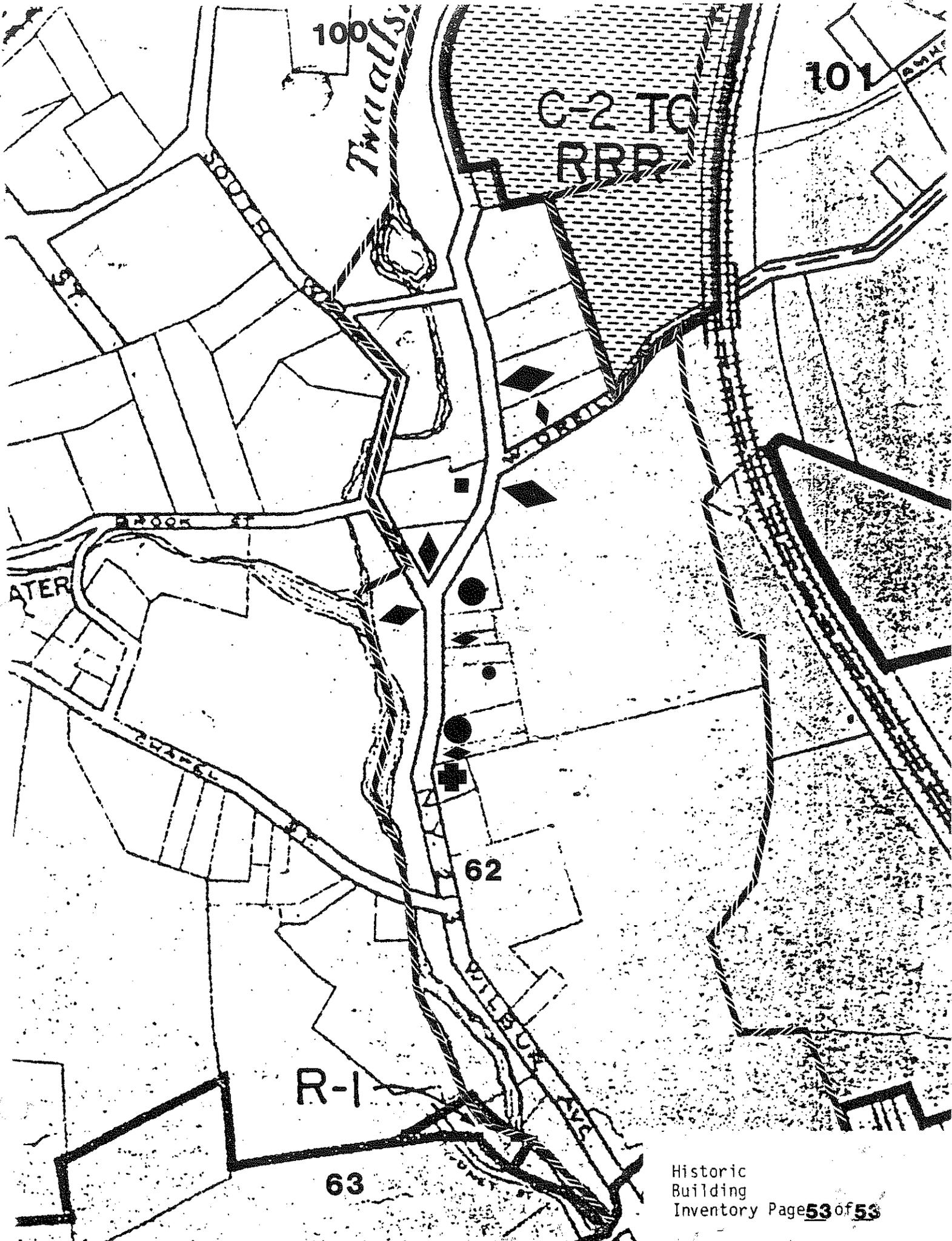
99  
(1, 2, 5)  
"A"  
1984





82

101



100

101

C-2 TO  
RRR

WILSON ST

BROOK ST

ATER

WILSON ST

62

R-1

63

