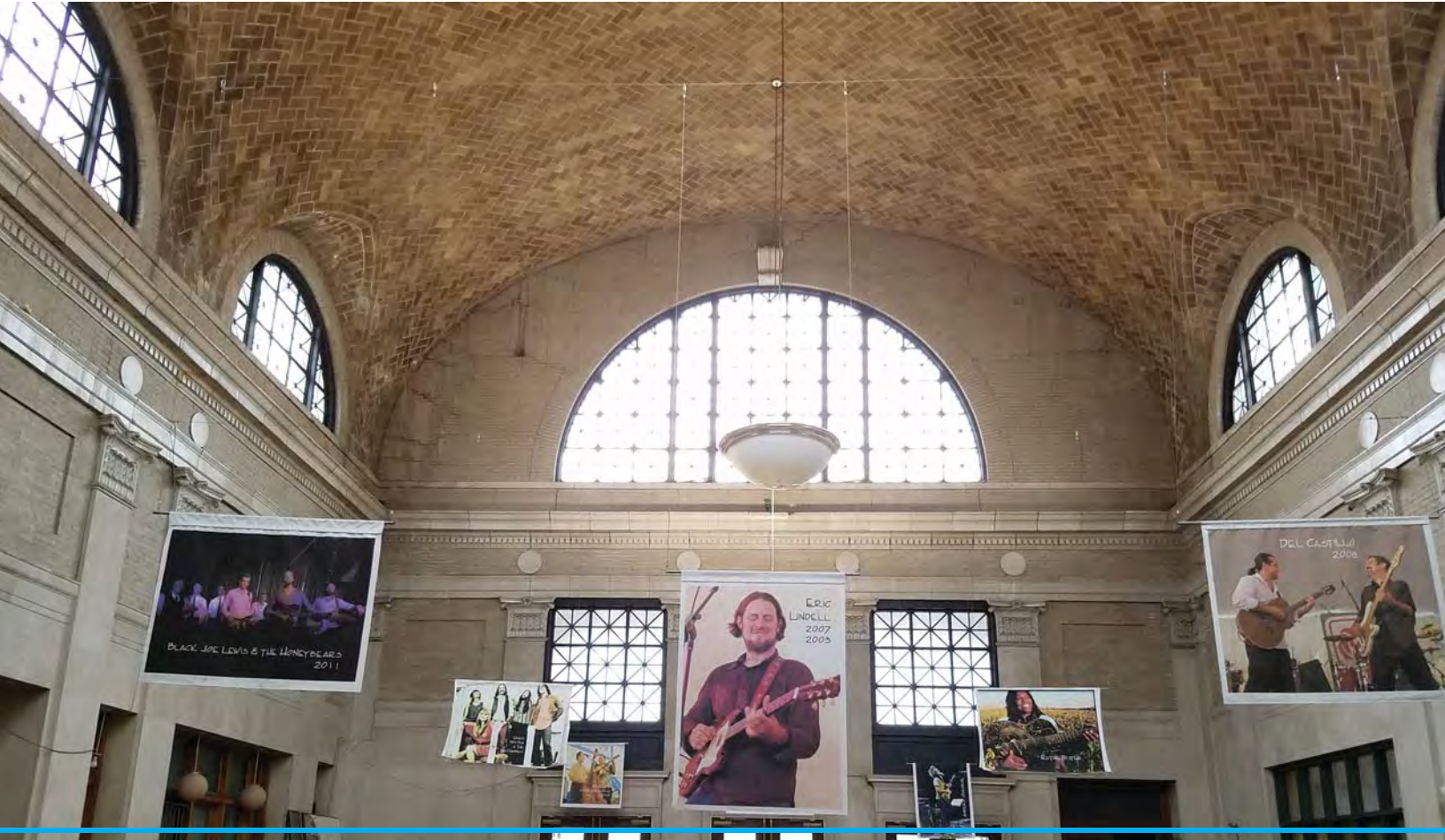


# Johnstown Train Station

## Reuse Study



## DELIVERABLES TASK 1.3

## DRAFT REUSE OPTIONS REPORT

PREPARED BY: KSK ARCHITECTS PLANNERS HISTORIANS  
URBAN PARTNERS

**JUNE, 2017**

WO# 3

E03693 Transit Oriented Development, Bike/Ped, Land Use, Sustainable  
Communities, & Complete Streets Open End



URBAN PARTNERS

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## Executive Summary

The Pennsylvania Department of Transportation (PennDOT) has retained a multi-disciplinary professional planning team led by KSK Architects Planners Historians, Inc. with Urban Partners to prepare a *Reuse Study* for the historic Johnstown train station. The study is intended to assist PennDOT, the City of Johnstown, and the Johnstown Area Heritage Association (JAHA) with identifying economically realistic and implementable new use opportunities for the train station while enhancing its current role as an Amtrak passenger rail facility. The study consists of a market analysis, site analysis, and three reuse options for the property.

### Summary of Key Market Findings

Urban Partners examined the market feasibility of potential reuse opportunities for the train station. The analysis evaluated the retail, rental housing, office, hotel, and entertainment markets, as well as institutional and logistics uses for the station. Following are key market findings of the analysis.

#### Retail Market

Examining retail supply and demand within a five-mile radius, a ten-mile radius, and a fifteen-mile radius, we identified the following retail opportunities:

- A year-round multi-vendor fresh food indoor farmers' market with 15 to 20 vendors, including meat, poultry, fish, deli, cheese, produce, baked goods, candy, chocolates, ice cream, prepared foods, ethnic specialty stands, and flower/gift/craft stands;
- Two to four full-service restaurants, creating a mini-restaurant hub;
- One or two coffee bars/non-alcoholic beverage cafes that could be mixed with either a farmers' market or full-service restaurant theme serving transportation passengers as well as the general public; and
- A gifts and hobbies hub offering a variety of new gift, hobby, games, and crafts shops operating within a well-marketed theme.

#### Residential Housing Market

As a result of current rental market conditions, it appears that new rental housing is not currently a viable development opportunity for the train station area. However, as economic conditions in the downtown improve, demand for new market-rate housing in the area will likely be sufficient to support a new development in five to 10 years.

#### Office Market

The office market demonstrates both a lack of notable demand for traditional office use and an uncertain demand for co-working space downtown. Therefore, neither speculative traditional office nor additional creative office/co-sharing space are recommended for the train station in the near term.



## **Hotel Market**

Annual growth in hotel demand may provide the potential for the addition of another hotel property by 2020 or 2021, but not at the time of this analysis (2017).

## **Entertainment Market**

### Bowling Center

Considering current market conditions, a bowling center is not a recommended use for the train station.

### Movie Theater

It appears that the area does have sufficient demand to support an additional three movie screens.

## **Institutional Uses**

### Hospital

There is no interest in the station for Duke LifePoint health facility use at the time of this analysis (2017). However, it appears there is potential for the hospital to divest in the parking lots across from the station by selling the property.

### University/College

It appears that a culinary school for Pennsylvania Highlands Community College could be a potentially viable use alternative for the train station, particularly in conjunction with a full-service restaurant and/or café located in the station.

## **Logistics**

Interest has been expressed by both the Cambria County Transit Authority's (CamTran) and Greyhound for moving Greyhound service to the train station. The primary challenge of such a move would be connecting transit passengers to the train station, which could be overcome through enhanced shuttle service.

## **Summary of Site Condition Analysis Findings**

The Johnstown Train Station at 47 Walnut Street in Johnstown, PA was completed in 1916 to a design by Kenneth Mackenzie Murchison, a New York City architect noted for his work on the Delaware Lackawanna Station in Hoboken, NJ and Pennsylvania Station in Baltimore, MD. The building has been determined eligible for listing in the National Register of Historic Places and was documented by the Historic American Building Survey. Johnstown Area Heritage Association took ownership of the building in 2010.

The Johnstown Train Station building is composed of three primary structures; the Main Building, the Baggage/Express Building, and the Garage. See Plan Drawing.

The Main Building is quite elegant, modeled after ancient Roman Basilicas, and featuring a two-story base with a soaring central Waiting Room visible on the outside as a clerestory. The Main Building retains its three major entrances; the main entrance is by way of three double doors under a shallow portico on Walnut Street. The "Amtrak

Entrance" (Amtrak's lease area is limited strictly to those areas required for its operation, and so does not include the original Waiting Room or vehicular entrance area) is to the west of the main entrance, and consists of two single doors and a vestibule. A vehicular drop off entrance with canopy is to the east, off the small parking lot.

The Baggage/Express Building was built at the same time as the Main Building. It is a much humbler structure, befitting its function. Essentially a 1-story shed, its primary architectural features are the wood 'garage' doors that infill the brick openings along the south wall at the loading dock, the loading dock itself, and the canopy above. On the interior, the Baggage/Express Building is essentially an open, utilitarian space with concrete floors, high ceilings, steel columns, and brick walls.

The Garage was built later, as an addition to the Baggage/Express Building. It is also a 1-story shed connected by large openings in the shared wall with the Express Room. It is approximately three feet below the floor of the Express Room and is connected by a ramp in the southernmost bay that would have accommodated a fork lift truck but is too steep to provide accessibility. Like the Baggage/Express Building, on the interior the Garage is essentially an open, utilitarian space with concrete floors, high ceilings, steel columns, and brick walls.

Horizontal circulation throughout the first floor of the building will be key to its economic viability. For the most part this will be easily accomplished as the Main Building and the Baggage/Express Building are on the same level. An internal ramp will be required between the Baggage /Express Building and the Garage. Vertical circulation is poor. Use of the second floor will require the construction of two sets of stairs to provide remote egress, as well as an elevator to provide accessibility.

In general, the structural system of the Main Building appears to be quite sound, though further investigation of the tile vault has been recommended. There are isolated conditions at the Baggage/Express Building and the Garage that warrant further review.

The mechanical system for the three buildings is complicated and for the most part badly out of date or non-existent. Substantial work will be required to provide modern heating, ventilating and air conditioning systems throughout the complex.

The electrical system in the Main Building appears to be sized adequately for present uses. Although we did note aging wiring and devices, there have been upgrades made in several locations as well. The electrical system in the Baggage/Express Building includes 3-phase service and is sized for light industrial usage.

New accessible restrooms are being constructed along the north wall of the Main Building. New Accessible restrooms will be required in the Baggage/Express Building.

The building was originally built employing "fire proof" construction. While the walls and floors and roofs are truly highly fire resistant, the weak links in the system are the steel columns in the Baggage/Express Building. These could either be enclosed with fire proof construction or painted with a heat activated insulating (intumescent) paint, so as to eliminate the need for sprinklers.

Certain uses and configurations of the building may require additional exits to be created to prevent overly long travel distances, especially from the north side of the

Baggage/Express and Garage buildings. A further issue is that there is only one means of access and egress to the second floor, and it does not comply with code. Two sets of stairs will be required.

We noted floor tile material on the second floor of the Main Building that should be tested for asbestos. Further, a building of this age almost certainly includes lead paint, although we did not test for it.

None of the three structures reflect recent approaches to energy consumption and resource stewardship.

The flat rooves and exposures of the Baggage/Express and Garage Buildings would lend themselves well to solar panels, depending upon what is planned for the lots across the street. New heating and cooling systems, and changes to the electrical system, must take into account energy consumption. Windows should be thermally retrofit with the possible addition of thermal sash. All alterations and rehabilitation to the building should conform to the Secretary of the Interiors' Standards and Guidelines for the Treatment of Historic Properties. The building's features, elements, and components that contribute to the building's significance and integrity and that should be retained.

## **Station Facility Layout and Use Opportunities**

Through the market analysis, eight potential use components have been identified for the reuse of the station's spaces, including:

- One or two full-service restaurants;
- A fresh food multi-vendor farmers' market;
- A culinary training program for Penn Highland Community College;
- An inter-city Greyhound bus passenger/package facility;
- A Johnstown Visitors' Center;
- A small non-alcoholic beverage/snack café stand;
- Shops/stands for retailers selling gifts, crafts, hobbies, and related specialty products. One of these shops/stands could provide bicycle rentals in coordination with the Visitors' Center and adjacent trail.
- An event space for weddings, anniversaries, birthdays, and other occasions.

These eight uses can be most appropriately accommodated in the following specific physical locations:

1. The Greyhound facility, the Visitors' Center, and the beverage/snack café in the central corridor.
2. The Farmers Market could only be accommodated in the Freight Building.
3. A large restaurant in the large passenger waiting room.
4. The culinary training center or an extension of the large first floor restaurant—either as a second restaurant concept or as private dining rooms—in the second-floor space.
5. The culinary training center and the gifts/crafts/hobbies shops could more flexibly fill in spaces in several physical locations within the complex.

## **Participant/Operational Considerations**

Implementation of these reuse concepts will require both technical/business capacity for the individual components and overall management of the project/property. Key issues include:

1. Separation of spaces among uses
2. Efficiency of restroom facilities
3. Access/visibility for each use
4. Programming of the central corridor
5. Exterior maintenance and parking
6. Overall facility management
7. Physical and operational needs for accommodating specific uses

## **Reuse Options**

### **Facility Operations/Economic Assumptions**

For most uses, the on-going facility operations are purely landlord-tenant: tenants such as the Culinary Training Center, the restaurant(s), and gift/craft/hobby shops pay rent; the landlord provides space, heating/cooling, and exterior maintenance, as well as paying taxes. There is, however, an exception—the Farmers' Market.

We are assuming rents equivalent to a \$9 per square foot base rent on a triple net basis for first floor store space. Adjusting this rent for availability of common restrooms and circulation, heating & cooling, and real estate taxes, we estimate \$13.50 per square foot per year rents for actual demised spaces, except for restaurant space with rents lowered to \$9.00 per square foot to incentivize a quality operation to locate at the facility.

### **Farmers' Market Operations**

For this analysis, we are assuming vendors rents at an average of \$65 per stall unit per week. Rents would be higher for vendors with only a single stall; lower for multi-stall operators. For a very small user (one stall) these rents would be about \$300 to \$325 per month all inclusive.

For a larger user with 5 to 8 adjacent stall units, rents would be the equivalent of \$14 to \$15 per square foot per year gross (including all space operating expenses and taxes)—or about \$7 to \$8 per SF net of expenses. It is possible that higher rents can be achieved, but for this analysis we are being conservative.

Under Reuse Options 1 and 3, the facility can accommodate 52 stall units. Net operating income is positive in Year 1 (\$34,000) and grows to nearly \$54,000 in Year 3.

Under Reuse Option 2, a portion of the Freight Building is used for the Culinary Training Center and the reduced facility can accommodate 43 stall units. Net operating income is positive in Year 1 (\$22,000) and grows to more than \$38,000 in Year 3.

## **Reuse Option 1**

Reuse Option 1 assumes the following:

- the culinary school occupies the second floor of the facility;
- the Farmers' Market utilizes the entire Freight Building (52 stall units);
- there is one large restaurant;
- there are 860 SF of small gifts/crafts/hobby shops.

### Overall Building Operations

The net operating income for the Farmers' Market (based on 52 vendor stall units) under Reuse Option 1 is positive in Year 1 (\$34,000) and grows to nearly \$54,000 in Year 3. Operating expenses for the Farmers' Market are handled internal to that operation; other expenses total nearly \$61,000 by Year 3. As a result, net operating income for the facility under Reuse Option 1 in stabilized Year 3 approximates \$99,000.

### Capital Investment Requirements

We estimate the capital investment requirements necessary to undertake Reuse Option 1 to be approximately \$2.38 million including estimates of design fees.

## **Reuse Option 2**

Reuse Option 2 assumes the following:

- the second floor of the facility remains vacant;
- the culinary school occupies a portion of the Freight Building;
- the Farmers' Market utilizes a portion of the Freight Building (43 stall units);
- there is one large restaurant;
- there are 860 SF of small gifts/crafts/hobby shops.

### Overall Building Operations

The net operating income from the Farmers' Market (based on 43 vendor stall units) under Reuse Option 2 begins at \$22,000 in Year 1 and grows to nearly \$38,000 in Year 3. Operating expenses for the Farmers' Market are handled internal to that operation; other expenses total nearly \$63,000 by Year 3. As a result, net operating income for the facility under Reuse Option 2 in stabilized Year 3 approximates \$83,000.

### Capital Investment Requirements

We estimate the capital investment requirements necessary to undertake Reuse Option 2 to be approximately \$1.8 million including estimates of design fees.

## **Reuse Option 3**

Reuse Option 3 is identical to Reuse Option 1, except that there is no culinary school. Instead, the second floor is used by the restaurant operator for a second restaurant concept and a kitchen annex replaces the 860 SF of smaller shops.



## Overall Building Operations

The net operating income for the Farmers' Market (based on 52 vendor stall units) under Reuse Option 3 is positive in Year 1 (\$34,000) and grows to nearly \$54,000 in Year 3. Operating expenses for the Farmers' Market are handled internal to that operation; other expenses total nearly \$56,000 by Year 3. As a result, net operating income for the facility under Reuse Option 3 in stabilized Year 3 approximates \$84,000.

## Capital Investment Requirements

We estimate the capital investment requirements necessary to undertake Reuse Option 3 to be approximately \$2 million including estimates of design fees.

## **Parking Requirements**

Considering each Reuse Option using typical parking requirements for each use, peak demand appears to be in the range of 90 to 105 spaces depending on the day of the week, time of day, and mix of uses. Therefore, it would seem prudent under each option to secure 100 parking spaces for the facility.

## Introduction

The Pennsylvania Department of Transportation (PennDOT) has retained a multi-disciplinary professional planning team led by KSK Architects Planners Historians, Inc. with Urban Partners to prepare a *Reuse Study* for the historic Johnstown train station. The study is intended to assist PennDOT, the City of Johnstown, and the Johnstown Area Heritage Association (JAHA) with identifying economically realistic and implementable reuse options for the train station as a cornerstone for downtown revitalization while enhancing its current role as an Amtrak passenger rail facility.

For this work order, the Consultant Team is producing four primary tasks and milestones for this work order: Market & Site Analysis, Development of Preliminary Options, Draft Reuse Options Report, and Final Reuse Options Report.

Task 1.1: MARKET AND SITE ANALYSIS was submitted in February of 2017 and summarized our findings, identifying market opportunities that could be considered or pursued for the property (see **Appendix A**), as well as describing suggestions of various architectural opportunities, constraints, and possible approaches to reuse (see **Appendix B**). In addition, it incorporated the input from the site review and stakeholder interviews (see **Appendix C**).

Subsequently, the Consultant Team submitted a report for the work conducted as part of Task 1.2 DEVELOPMENT OF PRELIMINARY (REUSE) OPTIONS in April 2017. That Technical Memorandum examined six potential reuse options, and for each included station facility layout and use opportunities, floor plans, participant/operational considerations, operational finance, capital investment requirements, and parking requirements.

The present submission documents the work of Task 1.3 DRAFT REUSE OPTIONS REPORT. This Report, organized by the above Table of Contents, focuses on the three preferred reuse options identified by the project Steering Committee. The Report is also a culmination of the project's work products to date. Task 1.4, the final work product, is the FINAL REUSE OPTIONS REPORT.

## Summary of Key Market Findings

The Johnstown Train Station Reuse Study Market Analysis evaluates the market feasibility of potential redevelopment opportunities for the train station as a cornerstone of downtown revitalization. The analysis assumes that the station will retain its role as an Amtrak passenger rail facility and include a visitors' center function that has been suggested in prior plans. For this analysis, Urban Partners has evaluated the retail, rental housing, office, hotel, and entertainment markets, as well as institutional and logistics uses for the station. Following are key market findings of the analysis.

### Retail Market

Urban Partners conducted a retail market analysis to identify gaps and opportunities for the potential development of new retailing at the Johnstown train station and adjacent properties. Examining retail supply and demand within a five-mile radius, a ten-mile radius, and a fifteen-mile radius, we have identified the following retail opportunities:

- A year-round multi-vendor fresh food indoor farmers' market with 15 to 20 vendors, including meat, poultry, fish, deli, cheese, produce, baked goods, candy, chocolates, ice cream, prepared foods, ethnic specialty stands, and flower/gift/craft stands;
- Two to four full-service restaurants, creating a mini-restaurant hub;
- One or two coffee bars/non-alcoholic beverage cafes that could be mixed with either a farmers' market or full-service restaurant theme serving transportation passengers as well as the general public; and
- A gifts and hobbies hub offering a variety of new gift, hobby, games, and crafts shops operating within a well-marketed theme.

### Residential Housing Market

The rental housing market was examined to determine the potential for apartments at the Johnstown train station, most likely as new market-rate construction on future developable parcels adjacent to the station if feasible. As a result of current rental market conditions, it appears that new rental housing is not currently a viable development opportunity for the train station area. However, as economic conditions in the downtown improve, demand for new market-rate housing in the area will likely be sufficient to support a new development in five to 10 years.

### Office Market

To identify the potential for new office space as part of the Johnstown train station, we evaluated current property listings and assessed the market conditions for multi-tenant office space in the downtown area. As a result of these market conditions - demonstrating both a lack of notable demand for traditional office use and an uncertain demand for co-working space downtown - neither speculative traditional office nor additional creative office/co-sharing space are recommended for the train station in the near term.

## **Hotel Market**

The hotel market analysis area for a potential Johnstown train station hotel focuses on a competitive trade area that extends approximately six miles from the train station. Supply and demand data indicates annual growth in hotel demand, which if continues for several years, may provide the potential for the addition of another hotel property by 2020 or 2021. However, in the near term, it appears that absorption of the recently-opened Holiday Inn Express will preclude the addition of a new hotel property at the train station.

## **Entertainment Market**

We also examined the opportunity for the market in and around Johnstown to support entertainment venues at or near the Johnstown train station, specifically bowling centers and movie theaters.

### **Bowling Center**

Considering current conditions, it appears that the area encompassing a 15-mile radius, including downtown Johnstown, does not have sufficient demand to support an additional bowling center, highlighted by the fact that one center recently closed. Therefore, a bowling center is not a recommended use for the train station.

### **Movie Theater**

It appears that the area encompassing a 15-mile radius of the train station, including downtown Johnstown, does have sufficient demand to support an additional three movie screens. Given the size of the train station, it would have to be a relatively small theater. There is potential for the theater to operate in conjunction with a restaurant in the station. It is also possible that the theater could be shared with a culinary school concept, where the space could be used for cooking classes or lectures.

## **Institutional Uses**

In addition to its use for commercial and residential purposes, we examined opportunities for various institutional users to occupy space at the Johnstown train station in some fashion. Such potential users we considered include Duke LifePoint, the University of Pittsburgh-Johnstown, and Pennsylvania Highlands Community College.

### **Hospital**

While the Lee Campus will remain an important component of Duke LifePoint's Johnstown system, it has no immediate plans to invest or expand its reach downtown. As a result, there is no interest in the station for health facilities use at this time. However, it appears there is potential for the hospital to divest in the parking lots across from the station by selling the property. This could create significant future development opportunities in conjunction with a rehabilitated train station.

## **University/College**

While there is no immediate opportunity for Pitt-Johnstown to occupy a portion of the Johnstown train station, representatives of Pennsylvania Highlands Community College expressed an interest in the train station for a reinstated culinary school. Therefore, it appears that a culinary school for Penn Highlands could be a potentially viable use alternative for the train station, particularly in conjunction with a full-service restaurant and/or café located in the station.

## **Logistics**

We also examined the potential for the Johnstown train station to accommodate an additional transportation mode – Greyhound bus service – to supplement its function as an Amtrak station. This would involve moving Greyhound’s existing location for boarding and disembarking from Clinton Street adjacent to the Cambria County Transit Authority’s (CamTran) Transit Center to the train station. Based on feedback from Greyhound, the primary challenge of such a move would be connecting transit passengers to the train station. If this could be overcome through enhanced shuttle service, the benefits of moving Greyhound service from the transit center to the train station could be significant.



## Station Facility Layout and Use Opportunities

The Johnstown Train Station includes four major physical components:

1. A central corridor/passenger access area which traverses the station from the Walnut Street entrance to the train loading platforms. This corridor includes the current AMTRAK ticket counter and passenger waiting areas for train operation. Much of this corridor is currently unused.
2. The large, dramatic former passenger waiting room and several smaller adjacent rooms.
3. A freight building connected to the original Station at the central corridor.
4. A partial second floor above the small rooms surrounding the large waiting room.

Through the market analysis conducted in Task 1.1 of this study, eight potential use components have been identified for the reuse of these spaces. These components include:

- One or two full-service restaurants;
- A fresh food multi-vendor farmers' market;
- A culinary training program for Penn Highland Community College;
- An inter-city Greyhound bus passenger/package facility;
- A Johnstown Visitors' Center;
- A small non-alcoholic beverage/snack café stand;
- Shops/stands for retailers selling gifts, crafts, hobbies, and related specialty products. One of these shops/stands could provide bicycle rentals in coordination with the Visitors' Center and adjacent trail.
- An event space for weddings, anniversaries, birthdays, and other occasions.

These eight uses can be most appropriately accommodated in certain of the four physical components identified above:

1. The central corridor would most appropriately house the Greyhound facility, the Visitors' Center, and the beverage/snack café.
2. The Farmers Market could only be accommodated in the Freight Building.
3. The dramatic qualities of the large passenger waiting room would be best used as a large restaurant or an event facility.
4. The second floor space could be effectively used either as the culinary training center or as an extension of the large first floor restaurant—either as a second restaurant concept or as private dining rooms.
5. The culinary training center and the gifts/crafts/hobbies shops could more flexibly fill in spaces in several physical locations within the complex.

## Participant/Operational Considerations

Implementation of these reuse concepts will require both technical/business capacity for the individual components and overall management of the project/property. Key issues include:

### Overall Physical Layout and Common Elements

The building owner will need to deal with a variety of physical and operational needs concerning the overall layout and functioning of the property, including:

1. **Separation of spaces among uses** needs to be laid out, varying somewhat depending on the alternative selected. This will need to deal with several factors including the likely differences in operational timing (Farmers' Market likely open 4 days per week, daytime hours; central corridor needs to remain open hours related to AMTRAK/Greyhound operations; restaurant(s) open evening hours; etc.), security of inventory/operations among uses, noise conflicts, etc.
2. **Efficiency of restroom facilities.** It is likely that two sets of shared use restroom facilities will need to be accommodated—one in the Station Building; one in the Freight Building. Access to one or another of these facilities must be achieved for every use component.
3. **Access/visibility for each use.** Visible, well-signed entrances for each use need to be identified and fitted into the overall building program. Each use must meet handicapped accessibility standards. In addition, access for service and truck loading/unloading for each use needs to be programmed and maintained.
4. **Programming of the central corridor.** Under all alternatives, several activities occur in the central corridor. Secure kiosks/stands will need to be installed for the Visitors' Center, coffee bar/café, and any gift/craft operations located there. Adequate flow of passengers for AMTRAK/ Greyhound must be maintained.
5. **Exterior maintenance and parking.** The overall exterior—both building and grounds—will need to be maintained by the owner/operator of the overall facility. In addition, sufficient parking for the mix of uses needs to be assured. This may require control of some parking across Walnut Street.
6. The facility owner will need to arrange for **overall facility management.**

### Restaurants

1. **An owner/operator of the restaurant(s)** needs to be identified.
2. Given potential turnover in restaurant operators, a **balance of investment between facility owner and restaurant operator** needs to be achieved. The facility owner needs to maintain control of key equipment (ventilation/kitchen equipment) to facilitate change in operator if necessary; however, sufficient investment by the restaurant operator is also essential to assure diligent efforts

at success by the restaurateur. The facility owner may also want to control the liquor license.

3. The kitchen for the restaurant would be **located in a portion of the smaller spaces** adjacent to the large dining room.
4. We assume for this analysis that the restaurant will have **extensive dinner/evening operations at least five nights per week**. Lunch may or may not be served.

## Farmers' Market

1. The Farmers' Market should be **open year-round four days per week (Wednesday through Saturday)** for a total of 40 hours of operation weekly.
2. The **vendor/tenant mix** within the Market should emphasize fresh food, but will also include prepared food operations, and, perhaps, some craft/merchandise vendors.
3. Key operations include a **butcher, seafood purveyor, poultry vendor, and a deli**. Identifying quality operators of these four products is crucial to a successful year-round indoor farmers' market.
4. These four operations will typically require **walk-in coolers** adjacent to their stalls.
5. **Other vendors** should include produce providers, baked goods, desserts (including ice cream), cheese, spices, coffee/tea, ethnic foods, various types of prepared foods, and perhaps a few flowers/gifts/crafts stalls.
6. **The standard stall unit** is 9 x 12 or 10 x 12, though adjustments need to be made for certain types of vendors and the physical constraints of the market room.
7. Typically, a well-laid out indoor market would have approximately 60% leasable space. The approximately 8,800 available square feet in the Freight Building can accommodate **52 stall "units."** Vendors might take anywhere from 1 to 8 units, depending on product type.
8. **Stall frontage is usually food cases or tables** provided by the vendor. Other work tables at the rear of the stalls are also usually provided by the vendor. For stalls in the center of the room (not against a wall), the market operator provides low partition walls to separate the rears of stalls from one another.
9. The facility should anticipate **initial turnover in vendor tenancy, with stability in about three years**. We would expect 20-25 different vendors initially—some would succeed and grow, some would close, a few new ones would be recruited. Ultimately, we would expect 15 to 18 vendors with an average space of 2.6 stall units.

10. **Services & amenities** provided and maintained by the landlord should include eating areas, public restrooms, janitorial services, common trash hauling, and truck/van loading facilities.
11. **A full-time Manager** will be necessary to operate, maintain, and evolve tenancy in the facility.

## Culinary Training Center

1. Penn Highland Community College would **lease a demised space for the Culinary Training Center**. This space would include two classrooms, a small office, and a small commercial kitchen and would be separately secured from other activities in the complex.
2. The facility owner would complete tenant improvements for Penn Highland.
3. The facility owner and Penn Highland would **jointly seek capital funds for these improvements**.
4. Efforts would be made to **integrate training with other culinary activities** in the facility. For instance, Penn Highland may lease and operate a stall in the Farmers' Market; students in training may operate the coffee bar/café in the passenger corridor during certain hours; there may be some on-the-job training placements with the operator of the restaurant(s).

## Greyhound Passenger/Package Facility

1. It is likely that on-site **Greyhound operations will be coordinated with AMTRAK**, with Greyhound compensating AMTRAK for staff support.
2. Greyhound will likely share space with AMTRAK at this joint AMTRAK/Greyhound operations location for any package storage needs.

## Gifts/Crafts/Hobbies Shops

1. These shops will operate as independent businesses leasing store space or kiosks from the landlord.
2. Hours of operation may and can vary.

## Central Corridor Uses

1. A Johnstown Visitors' Center, coffee bar/café, gift/craft kiosks (possibly), and passenger seating should be programmed for the central corridor in a manner that does not constrain AMTRAK/Greyhound passenger movement.
2. The Visitors' Center needs to be designed in a manner that can be effective at times when it is not staffed, at times when it is staffed by volunteers, and at times when it has paid staff. These circumstances are likely to vary through the day and the year.

3. Exterior signage is essential to alert potential users/customers to these uses in the Central Corridor; they cannot be effective merely supporting rail/bus passengers.
4. We assume that cost of heating, cooling, and cleaning the Central Corridor and the restroom facilities in the Station Building (not the Freight Building) will be borne by AMTRAK. Therefore, there are no marginal facility operating costs from new uses in the corridor.

## **Second-Floor Use**

1. Use of the second floor will require an elevator and code-compliant stairs.
2. Second floor uses either need to be clearly articulated destinations (the Culinary Center, for instance) or extensions of a first-floor use.



## Reuse Options

### Facility Operations/Economic Assumptions

For most uses, the on-going facility operations are purely landlord-tenant: tenants such as the Culinary Training Center, the restaurant(s), and gift/craft/hobby shops pay rent; the landlord provides space, heating/cooling, and exterior maintenance, as well as paying taxes. There is, however, an exception—the Farmers' Market.

Typical first floor commercial rents in Downtown Johnstown are in the range of \$6 to \$12 per square foot, though space conditions and sizes vary substantially. Generally, these prices are on a triple net basis; that is, the tenant pays all operating expenses except maintenance of the building structure and landlord's insurance and accounting.

For this analysis, we are assuming that, other than the Farmers' Market and the Central Corridor, other users will rent space on a modified gross basis, with their only additional costs being electricity for lighting and equipment, cleaning of their demised spaces, and business liability insurance. That is, the landlord will provide heating and cooling, restrooms, cleaning of common areas, and payment of property insurance and real estate taxes. For the restaurant and culinary center, the landlord will also pass through amortization of the cost of the commercial kitchen equipment.

For this analysis, we are assuming rents equivalent to a \$9 per square foot base rent on a triple net basis for first floor store space. Adjusting this rent for availability of common restrooms and circulation, heating & cooling, and real estate taxes, we estimate \$13.50 per square foot per year rents for actual demised spaces, except for restaurant space with rents lowered to \$9.00 per square foot to incentivize a quality operation to locate at the facility.

It should be noted that for this analysis we have chosen to isolate the operating expenses for the Farmers' Market (see below) to give a more complete picture of the economics of that facility. Therefore, certain space-related costs, such as real estate taxes, insurance, and heating and cooling, have been shown on the Farmers' Market Pro Forma. To avoid double counting of expenses, these items have been adjusted in each building Pro Forma to reflect that cost allocation.

### Farmers' Market Operations

Vendors in this type of indoor farmers' market will be leasing stall space on a weekly, monthly, or annual basis for full-service space. That is, the Market entity will be responsible for all operating costs including insurance, cleaning, trash removal, utilities, taxes, and operation of the facility. For this analysis, we are assuming vendors rents at an average of \$65 per stall unit per week (see **Table 1**). Rents would be higher for vendors with only a single stall; lower for multi-stall operators. For a very small user (one stall) these rents would be about \$300 to \$325 per month all inclusive.

For a larger user with 5 to 8 adjacent stall units, rents would be the equivalent of \$14 to \$15 per square foot per year gross (including all space operating expenses and taxes)—or about \$7 to \$8 per SF net of expenses. It is possible that higher rents can be achieved, but for this analysis we are being conservative.

**Table 1. Johnstown Train Station Farmers' Market Income & Expense Pro Forma**  
**Johnstown Train Station Farmers' Market**  
**Income & Expense Pro Forma**

	Larger Market--Options 1 & 3--52 Stall Units			Smaller Market--Option 2--43 Stall Units		
	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
<b>Income</b>						
Vendor Rents (@ \$65/Week/Unit Average)	\$175,760	\$175,760	\$179,275	\$145,340	\$145,340	\$148,247
Vacancy (20%/10%/7%)	(\$35,152)	(\$17,576)	(\$12,549)	(\$29,068)	(\$14,534)	(\$10,377)
Gross Effective Income	\$140,608	\$158,184	\$166,726	\$116,272	\$130,806	\$137,870
<b>Operating Expense</b>						
Market Manager	\$35,000	\$36,050	\$37,132	\$35,000	\$36,050	\$37,132
Marketing/Promotion Expense	\$8,000	\$8,240	\$8,487	\$8,000	\$8,240	\$8,487
Cleaning	\$6,000	\$6,180	\$6,365	\$6,000	\$6,180	\$6,365
Landscaping	\$2,000	\$2,060	\$2,122	\$2,000	\$2,060	\$2,122
Trash Hauling	\$3,000	\$3,090	\$3,183	\$3,000	\$3,090	\$3,183
Utilities	\$22,900	\$23,587	\$24,295	\$17,100	\$17,613	\$18,141
Insurance	\$4,400	\$4,532	\$4,668	\$3,300	\$3,399	\$3,501
Real Estate Taxes	\$14,500	\$14,935	\$15,383	\$10,200	\$10,506	\$10,821
Accounting, Legal, Audit	\$6,000	\$6,180	\$6,365	\$6,000	\$6,180	\$6,365
Repairs	\$4,600	\$4,738	\$4,880	\$3,500	\$3,605	\$3,713
Total Expense	\$106,400	\$109,592	\$112,880	\$94,100	\$96,923	\$99,831
<b>Net Operating Income</b>	<b>\$34,208</b>	<b>\$48,592</b>	<b>\$53,846</b>	<b>\$22,172</b>	<b>\$33,883</b>	<b>\$38,039</b>

Overall management of facility operations will be provided by the Market Manager. This person will be responsible for tenant recruitment and relations and for marketing and promotion, as well as overall supervision. The Manager will provide the on-site eyes and ears, will open and close the facility, and provide direct liaison to all contractors providing services at the facility (cleaning, trash hauling, repairs). Cleaning, trash hauling, accounting, audit, and legal will be contracted.

Under Reuse Options 1 and 3, the facility can accommodate 52 stall units. As shown in Table 1, the anticipated gross vendor rents from 52 stall units are \$175,760 per year with assumed vacancy at 20% in Year 1, declining to 7% by Year 3. Operating expenses begin at \$106,400 per year. We assume that operating expenses increase 3% per year, but that rent levels remain constant for Years 1 and 2, and increase by only 2% for Year 3.

Based on these assumptions, net operating income is positive in Year 1 (\$34,000) and grows to nearly \$54,000 in Year 3.

Under Reuse Option 2, a portion of the Freight Building is used for the Culinary Training Center and the reduced facility can accommodate 43 stall units. As also shown in Table 1, the anticipated gross vendor rents from 43 stall units are \$145,340 per year while operating expenses begin at \$94,100 per year.

Based on these assumptions, net operating income is positive in Year 1 (\$22,000) and grows to more than \$38,000 in Year 3.

## Reuse Option 1

Reuse Option 1 assumes the following (see **Figures 1 and 2**):

- the culinary school occupies the second floor of the facility;
- the Farmers' Market utilizes the entire Freight Building (52 stall units);
- there is one large restaurant;
- there are 860 SF of small gifts/crafts/hobby shops.


## Overall Building Operations

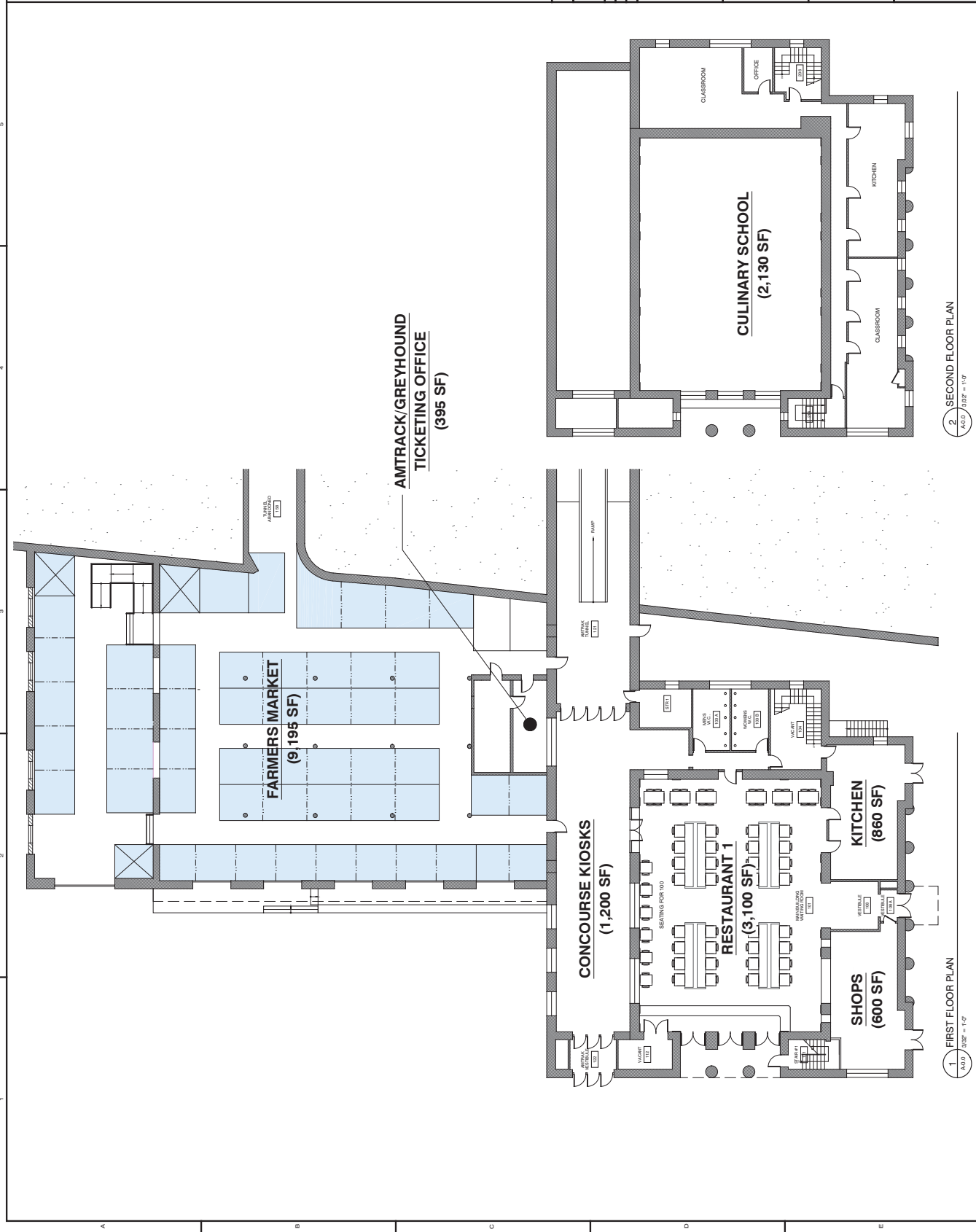
**Table 2** illustrates the anticipated annual income and expense analysis for Reuse Option 1. The large restaurant is assumed to pay rent at \$9 per square foot, while the culinary center, small craft shops, coffee bar and kiosks pay rent equivalent to \$13.50 per square foot. In this analysis, we assume that the capital costs of kitchen equipment for the restaurant and culinary training center are paid by the facility owner and recouped through a ten-year surcharge to the users. As detailed above, the net operating income from the Farmers' Market (based on 52 vendor stall units and vacancy at 20% in Year 1, declining to 7% by Year 3) begins at \$34,000 in Year 1 and grows to nearly \$54,000 in Year 3.

**Table 2. Option 1 – Johnstown Train Station Reuse Pro Forma**

<b>Johnstown Train Station Reuse</b>							
<b>Pro Forma Reuse Option 1</b>							
<b><u>Income</u></b>							
	Leasable SF	Rent	Year 1	Year 2	Year 3	Year 4	Year 5
Restaurant	3,960						
Space Rent		\$9.00	\$35,640	\$36,353	\$37,080	\$37,821	\$38,578
Kitchen Equipment Surcharge			\$20,850	\$20,850	\$20,850	\$20,850	\$20,850
Culinary Training Center	2,130						
Space Rent		\$13.50	\$28,755	\$29,330	\$29,917	\$30,515	\$31,125
Kitchen Equipment Surcharge			\$13,900	\$13,900	\$13,900	\$13,900	\$13,900
Farmers' Market Net Income			\$34,208	\$48,592	\$53,846	\$54,923	\$56,021
Gift/Craft/Hobby Shops Rent	600	\$13.50	\$8,100	\$8,262	\$8,427	\$8,596	\$8,768
Coffee Bar/Gift Kiosks Rent			\$7,000	\$7,140	\$7,283	\$7,428	\$7,577
Gross Revenue			\$148,453	\$164,427	\$171,303	\$174,034	\$176,819
Less: Vacancy (10% Except Farmers' Market)			(\$11,425)	(\$11,583)	(\$11,746)	(\$11,911)	(\$12,080)
Gross Effective Income			\$137,029	\$152,843	\$159,557	\$162,123	\$164,740
<b><u>Expense</u></b>							
Real Estate Taxes (Less Farmers' Market)			\$12,901	\$12,792	\$12,782	\$12,817	\$12,850
Property Management Expense (5%)			\$6,851	\$7,642	\$7,978	\$8,106	\$8,237
Heating & Cooling (Less Farmers' Market)			\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Insurance (Less Farmers' Market)			\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Common Area Cleaning & Electricity			\$4,800	\$4,944	\$5,092	\$5,245	\$5,402
Landscaping/Parking Maintenance			\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Accounting/Legal			\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Repairs			\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Total Operating Expenses			\$57,553	\$59,368	\$60,862	\$62,228	\$63,631
<b>Net Operating Income</b>			<b>\$79,476</b>	<b>\$93,475</b>	<b>\$98,695</b>	<b>\$99,894</b>	<b>\$101,108</b>



CONSULTANTS  KSK 2729 WALNUT STREET, SUITE 300 JOHNSTOWN, PA 15901 TEL: 717.533.0100 FAX: 717.533.0101 WWW.KSKCORP.COM	THE CONSULTANT SHALL COMPLY WITH ALL APPLICABLE REGULATIONS AND SHALL BE RESPONSIBLE FOR ALL CONDITIONS AND SHALL MAINTAIN THE PROJECT WITH THE PROCEEDINGS OF THE PROJECT.
	DRAWN BY: [ ] CHECKED BY: [ ] JOB NUMBER: [ ] BOARD: [ ]
JOHNSTOWN TRAIN STATION 47 Walnut Street Johnstown, PA 15901	
REUSE OPTION 1	
SHEET NUMBER: [ ]	
DRAWING DATE: JANUARY 2017 PROJECT MONTH	



2 SECOND FLOOR PLAN  
 R.O.D. / 3/32" = 1'-0"

1 FIRST FLOOR PLAN  
 R.O.D. / 3/32" = 1'-0"

As also noted above, operating expenses for the Farmers' Market are handled internal to that operation; other expenses are detailed on Table 2 and total nearly \$61,000 by Year 3. As a result, net operating income for the facility in stabilized Year 3 approximates \$99,000.

### Capital Investment Requirements

On **Table 3**, we estimate the capital investment requirements necessary to undertake Reuse Option 1, which approximates \$2.38 million including estimates of design fees. Included in these estimates are separate line items for kitchen equipment for the restaurant(s) and the culinary training center. For use of the second floor, we have allocated funds for two sets of replacement stairs and an elevator.

These estimates include assumptions about the completion of the current improvements to the building. The estimates do not include any funds for parking improvements.

**Table 3. Option 1 - Capital Investment Requirements**

<b>Capital Investment Requirements</b>		
	<b>Option 1</b>	<b>Option 2</b>
Farmers' Market (@\$100/SF)	\$919,000	\$518,400
Restaurant (@\$80/SF)	\$316,800	\$277,500
Restaurant Kitchen Equipment	\$150,000	\$150,000
Culinary Training Center (@\$130/SF)	\$276,900	\$283,800
Culinary Training Kitchen Equipment	\$100,000	\$100,000
Gifts/Crafts/Hobby Shops (@\$120/SF)	\$72,000	\$86,000
Central Corridor	\$50,000	\$50,000
Replacement Stairs to 2nd Floor	\$40,000	
Elevator	\$115,000	
Exterior Landscaping (20,400 SF @ \$8)	\$163,200	
<b>Total Construction</b>	<b>\$2,202,900</b>	<b>\$1,465,700</b>
Architecture & Engineering (@8%)	\$176,232	\$117,256
<b>Total With Design</b>	<b>\$2,379,132</b>	<b>\$1,582,956</b>

## Reuse Option 2

Reuse Option 2 assumes the following (see **Figures 3 and 4**):

- the second floor of the facility remains vacant;
- the culinary school occupies a portion of the Freight Building;
- the Farmers' Market utilizes a portion of the Freight Building (43 stall units);
- there is one large restaurant;
- there are 860 SF of small gifts/crafts/hobby shops.

## Overall Building Operations

**Table 4** illustrates the anticipated income and expense analysis for Reuse Option 2. The large restaurant is assumed to pay rent at \$9 per square foot, while the culinary center, small craft shops, coffee bar and kiosks pay rent equivalent to \$13.50 per square foot. In this analysis, we assume that the capital costs of kitchen equipment for the restaurant and culinary training center are paid by the facility owner and recouped through a ten-year surcharge to the users. As detailed above, the net operating income from the Farmers' Market (based on 43 vendor stall units and vacancy at 20% in Year 1, declining to 7% by Year 3) begins at \$22,000 in Year 1 and grows to nearly \$38,000 in Year 3.

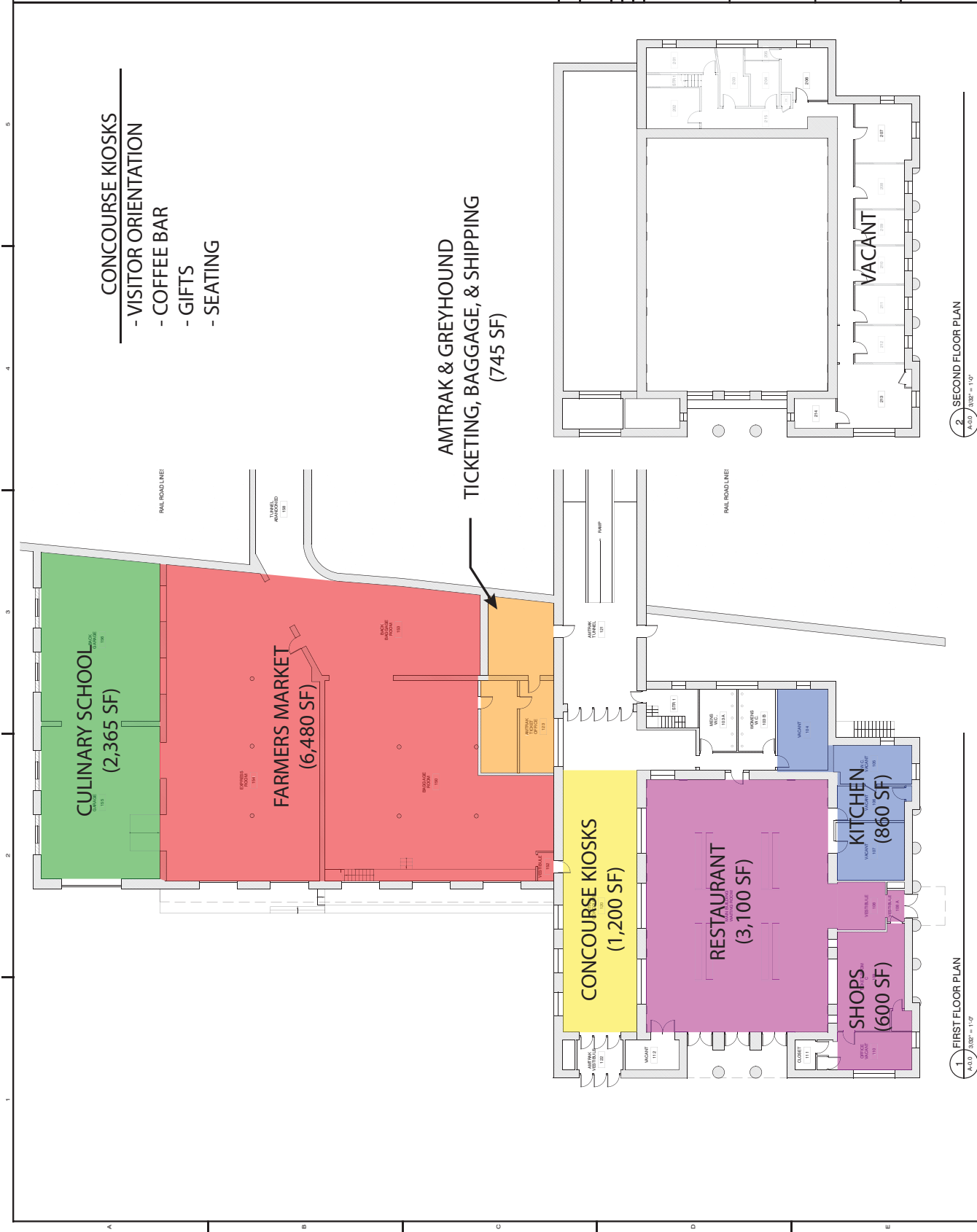
**Table 4. Option 2 – Johnstown Train Station Reuse Pro Forma**

<b>Johnstown Train Station Reuse Pro Forma Reuse Option 2</b>							
<b><u>Income</u></b>							
	Leasable SF	Rent	Year 1	Year 2	Year 3	Year 4	Year 5
Restaurant	3,960						
Space Rent		\$9.00	\$35,640	\$36,353	\$37,080	\$37,821	\$38,578
Kitchen Equipment Surcharge			\$20,850	\$20,850	\$20,850	\$20,850	\$20,850
Culinary Training Center	2,365						
Space Rent		\$13.50	\$31,928	\$32,566	\$33,217	\$33,882	\$34,559
Kitchen Equipment Surcharge			\$13,900	\$13,900	\$13,900	\$13,900	\$13,900
Farmers' Market Net Income			\$22,172	\$33,883	\$38,039	\$38,800	\$39,576
Gift/Craft/Hobby Shops Rent	600	\$13.50	\$8,100	\$8,262	\$8,427	\$8,596	\$8,768
Coffee Bar/Gift Kiosks Rent			\$7,000	\$7,140	\$7,283	\$7,428	\$7,577
Gross Revenue			\$139,590	\$152,954	\$158,796	\$161,277	\$163,808
Less: Vacancy (10% Except Farmers' Market)			(\$11,742)	(\$11,907)	(\$12,076)	(\$12,248)	(\$12,423)
Gross Effective Income			\$127,848	\$141,047	\$146,721	\$149,029	\$151,385
<b><u>Expense</u></b>							
Real Estate Taxes (Less Farmers' Market)			\$13,015	\$12,929	\$12,924	\$12,956	\$12,984
Property Management Expense (5%)			\$6,392	\$7,052	\$7,336	\$7,451	\$7,569
Heating & Cooling (Less Farmers' Market)			\$16,300	\$16,789	\$17,293	\$17,811	\$18,346
Insurance (Less Farmers' Market)			\$6,100	\$6,283	\$6,471	\$6,666	\$6,866
Common Area Cleaning & Electricity			\$4,800	\$4,944	\$5,092	\$5,245	\$5,402
Landscaping/Parking Maintenance			\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Accounting/Legal			\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Repairs			\$5,400	\$5,562	\$5,729	\$5,901	\$6,078
Total Operating Expenses			\$60,008	\$61,799	\$63,333	\$64,772	\$66,249
<b>Net Operating Income</b>			<b>\$67,840</b>	<b>\$79,248</b>	<b>\$83,388</b>	<b>\$84,258</b>	<b>\$85,135</b>

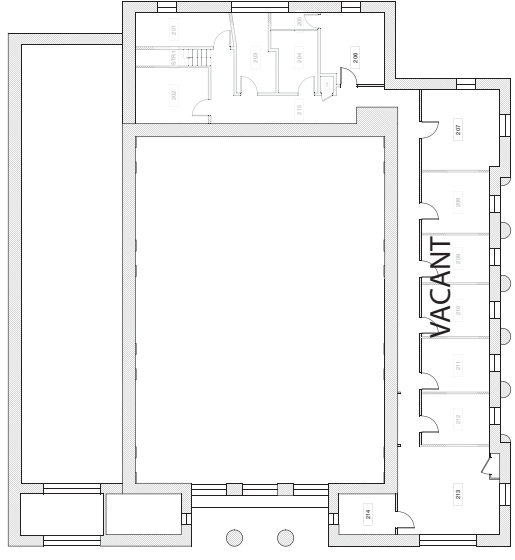
VERTICAL CIRCULATION AREAS

- CONCOURSE KIOSKS**
- VISITOR ORIENTATION
  - COFFEE BAR
  - GIFTS
  - SEATING

**AMTRAK & GREYHOUND  
TICKETING, BAGGAGE, & SHIPPING  
(745 SF)**



**1 FIRST FLOOR PLAN**  
A.03 / 3/02 = 1/4"



**2 SECOND FLOOR PLAN**  
A.03 / 3/02 = 1/4"

<p>CONSULTANTS</p> <p>1/4" = 1/4"</p> <p>DRAWN BY: [Signature]</p> <p>CHECKED BY: [Signature]</p> <p>JOB NUMBER: 10040</p>		<p>THE CONSULTANT SHALL CONDUCT THE WORK RESPONSIBLE FOR ALL CONDITIONS AND SHALL DISCOVER AND REPORT DISCREPANCIES BEFORE PROCEEDING WITH THE PROJECT.</p>
<p><b>KSK</b></p> <p>2700 PAINE BLVD, SUITE 200 PHILADELPHIA, PA 19104 PH: 215.382.0772 WWW.KSKCONSULTANTS.COM</p>		<p>JOHNSTOWN TRAIN STATION 47 Walnut Street Johnstown, PA 15901</p>

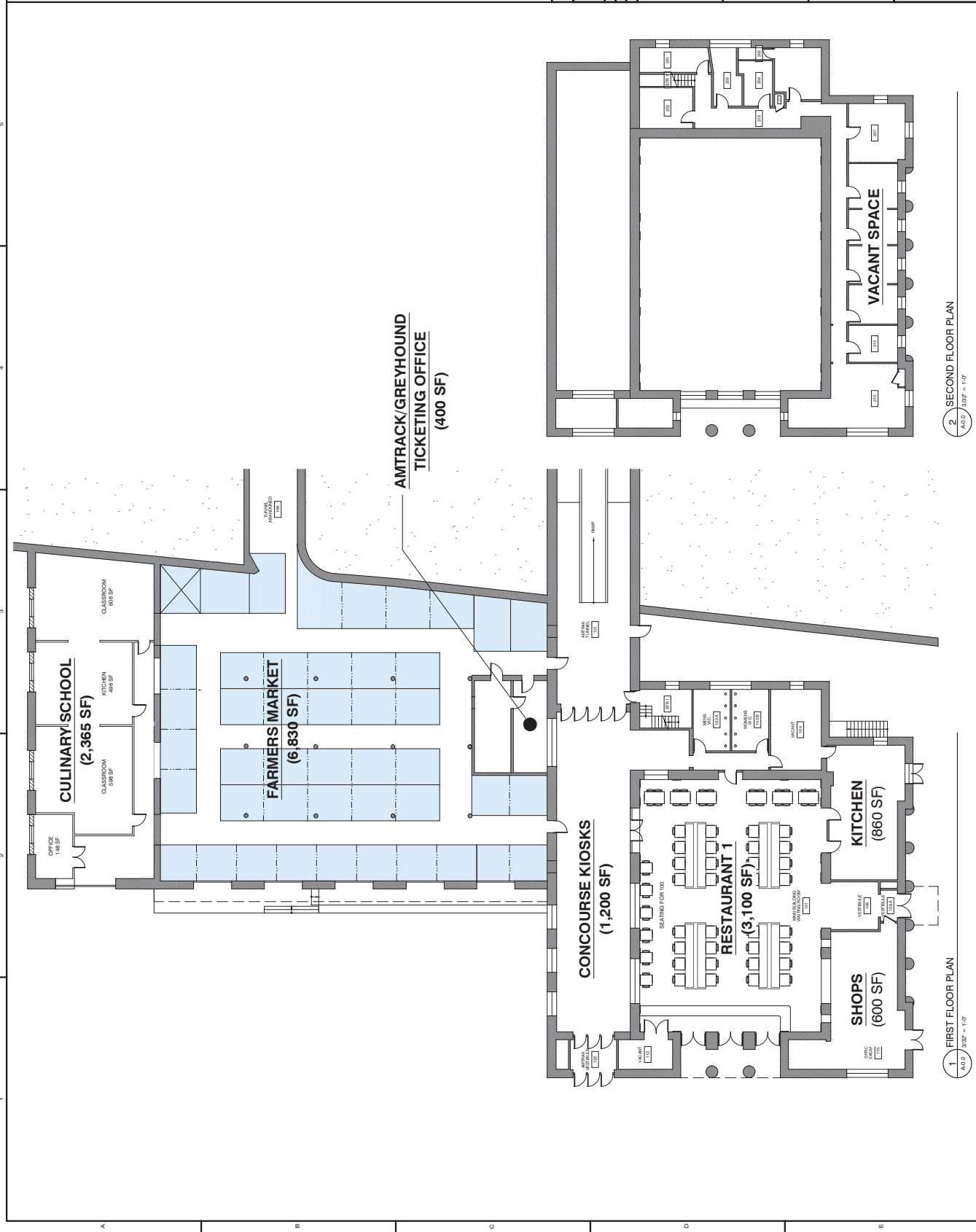
**REUSE OPTION 2**

SHEET NUMBER

DRAWING DATE: MARCH, 2017 PROJECT NORTH



	CONSULTANTS KSK 2729 Walnut Street, Suite 300 Johnstown, PA 15901 Tel: 724.265.0100 Fax: 724.265.0101 www.kskinc.com	THE CONSULTANT SHALL BE RESPONSIBLE FOR ALL CONDITIONS AND SHALL BE RESPONSIBLE FOR THE DESIGN AND SHALL BE RESPONSIBLE FOR THE DESIGN WITH THE PROJECT.
<b>JOHNSTOWN TRAIN STATION</b> 47 Walnut Street Johnstown, PA 15901		SHEET NUMBER:  DRAWING DATE: JANUARY 2017 PROJECT MONTH
<b>REUSE OPTION 2</b>		



**2 SECOND FLOOR PLAN**  
 R.O.2 / 3/32" = 1'-0"

**1 FIRST FLOOR PLAN**  
 R.O.1 / 3/32" = 1'-0"

As also noted above, operating expenses for the Farmers' Market are handled internal to that operation; other expenses are detailed on Table 4 and total nearly \$63,000 by Year 3. As a result, net operating income for the facility in stabilized Year 3 approximates \$83,000.

## Capital Investment Requirements

On **Table 5**, we estimate the capital investment requirements necessary to undertake Reuse Option 2, which approximates \$1.8 million including estimates of design fees. Included in these estimates are separate line items for kitchen equipment for the restaurant(s) and the culinary training center. For use of the second floor, we have allocated funds for two sets of replacement stairs and an elevator.

These estimates include assumptions about the completion of the current improvements to the building. The estimates do not include any funds for parking improvements.

**Table 5. Option 2 - Capital Investment Requirements**

<b>Capital Investment Requirements</b>	
	<b>Option 2</b>
Farmers' Market (@\$100/SF)	\$672,500
Restaurant (@\$80/SF)	\$316,800
Restaurant Kitchen Equipment	\$150,000
Culinary Training Center (@\$130/SF)	\$307,450
Culinary Training Kitchen Equipment	\$100,000
Gifts/Crafts/Hobby Shops (@\$120/SF)	\$72,000
Central Corridor	\$50,000
Exterior Landscaping (20,400 SF @ \$8)	\$163,200
<b>Total Construction</b>	<b>\$1,668,750</b>
Architecture & Engineering (@8%)	\$133,500
<b>Total With Design</b>	<b>\$1,802,250</b>

## Reuse Option 3

Reuse Option 3 is identical to Reuse Option 1, except that there is no culinary school (see **Figures 5 and 6**). Instead, the second floor is used by the restaurant operator for a second restaurant concept and a kitchen annex replaces the 860 SF of smaller shops.

### Overall Building Operations

**Table 6** illustrates the anticipated annual income and expense analysis for Reuse Option 1. The large restaurant is assumed to pay rent at \$9 per square foot, while the culinary center, small craft shops, coffee bar and kiosks pay rent equivalent to \$13.50 per square foot. In this analysis, we assume that the capital costs of kitchen equipment for the restaurant and culinary training center are paid by the facility owner and recouped through a ten-year surcharge to the users. As detailed above, the net operating income from the Farmers' Market (based on 52 vendor stall units and vacancy at 20% in Year 1, declining to 7% by Year 3) begins at \$34,000 in Year 1 and grows to nearly \$54,000 in Year 3.

**Table 6. Option 3 – Johnstown Train Station Reuse Pro Forma**

<b>Johnstown Train Station Reuse Pro Forma Reuse Option 3</b>							
<b><u>Income</u></b>							
	Leasable SF	Rent	Year 1	Year 2	Year 3	Year 4	Year 5
Restaurants	6,420						
Space Rent		\$9.00	\$57,780	\$58,936	\$60,114	\$61,317	\$62,543
Kitchen Equipment Surcharge			\$27,800	\$27,800	\$27,800	\$27,800	\$27,800
Farmers' Market Net Income			\$34,208	\$48,592	\$53,846	\$54,923	\$56,021
Coffee Bar/Gift Kiosks Rent			\$7,000	\$7,140	\$7,283	\$7,428	\$7,577
Gross Revenue			\$126,788	\$142,468	\$149,043	\$151,468	\$153,941
Less: Vacancy (10% Except Farmers' Market)			(\$9,258)	(\$9,388)	(\$9,520)	(\$9,655)	(\$9,792)
Gross Effective Income			\$117,530	\$133,080	\$139,523	\$141,813	\$144,149
<b><u>Expense</u></b>							
Real Estate Taxes (Less Farmers' Market)			\$8,793	\$8,628	\$8,561	\$8,538	\$8,511
Property Management Expense (5%)			\$5,877	\$6,654	\$6,976	\$7,091	\$7,207
Heating & Cooling (Less Farmers' Market)			\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Insurance (Less Farmers' Market)			\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Common Area Cleaning & Electricity			\$4,800	\$4,944	\$5,092	\$5,245	\$5,402
Landscaping/Parking Maintenance			\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Accounting/Legal			\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Repairs			\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Total Operating Expenses			\$52,469	\$54,216	\$55,639	\$56,934	\$58,263
<b>Net Operating Income</b>			<b>\$65,061</b>	<b>\$78,864</b>	<b>\$83,884</b>	<b>\$84,880</b>	<b>\$85,886</b>

VERTICAL CIRCULATION AREAS

- CONCOURSE KIOSKS
- VISITOR ORIENTATION
- COFFEE BAR
- GIFTS
- SEATING

AMTRAK & GREYHOUND  
TICKETING, BAGGAGE, & SHIPPING  
(745 SF)

FARMERS MARKET  
(8,845 SF)

CONCOURSE KIOSKS  
(1,200 SF)

RESTAURANT 1  
(3,100 SF)

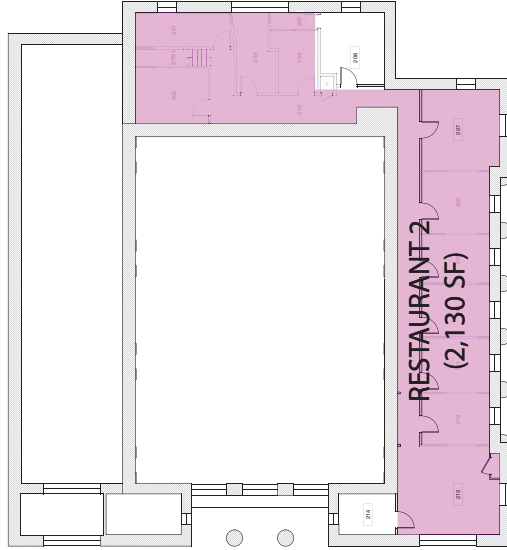
KITCHEN 1  
(600 SF)

KITCHEN 2  
(590 SF)

RESTAURANT 2  
(2,130 SF)

1 FIRST FLOOR PLAN  
A.03 / 3/02 = 1/0"

2 SECOND FLOOR PLAN  
A.03 / 3/02 = 1/0"



CONSULTANTS

1/4" = 1/8" = 1/4"

DESIGNED BY: JAS

CHECKED BY: JAS

JOB NUMBER: 10040

DATE: 03/02/2017

PROJECT: JOHNSTOWN TRAIN STATION

SCALE: 1/4" = 1/8" = 1/4"

DATE: 03/02/2017

PROJECT: JOHNSTOWN TRAIN STATION

47 Walnut Street  
Johnstown, PA 15901

PROJECT NUMBER: 10040

DATE: 03/02/2017

PROJECT: JOHNSTOWN TRAIN STATION

JOHNSTOWN TRAIN STATION  
47 Walnut Street  
Johnstown, PA 15901

REUSE OPTION 4

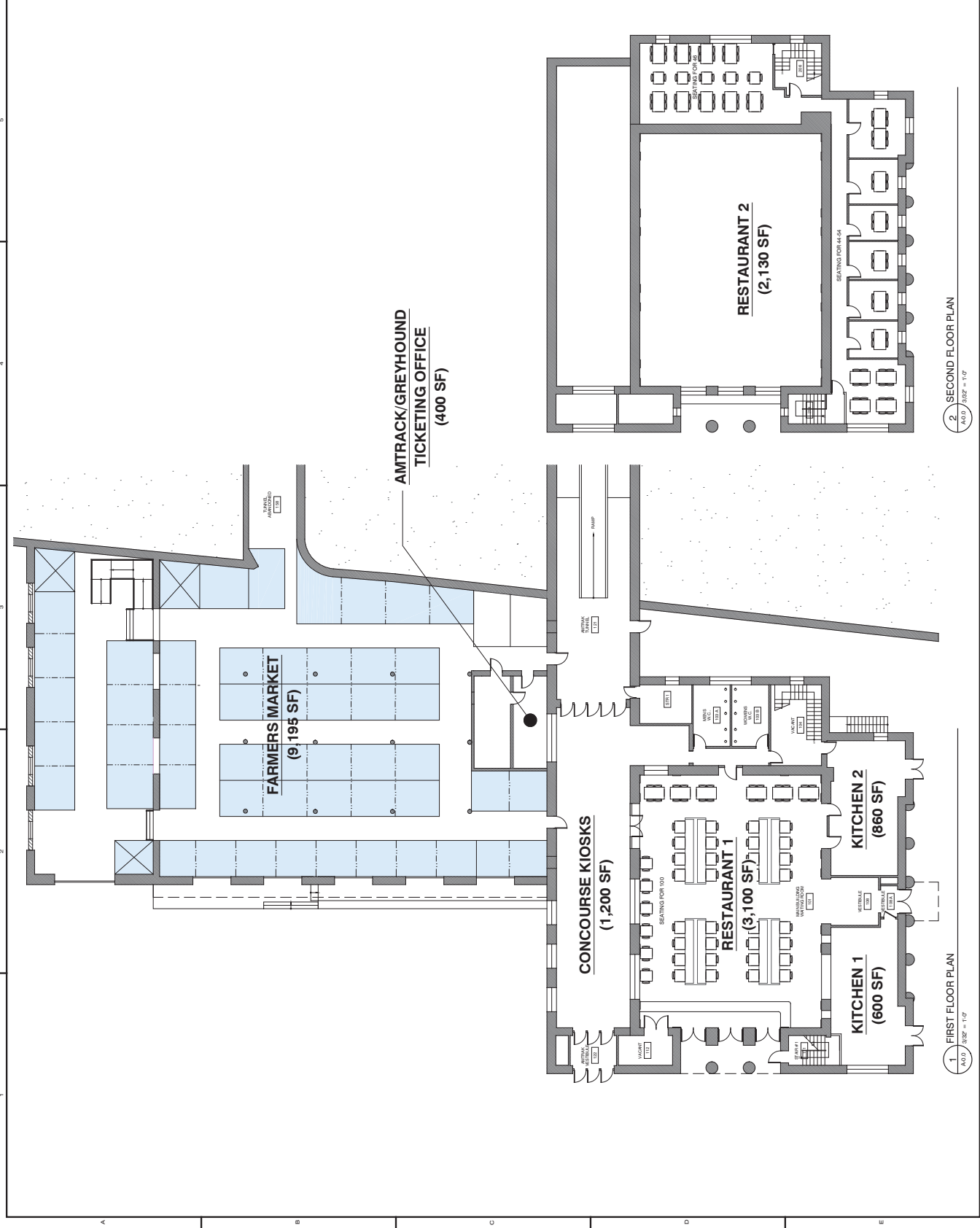
SHEET NUMBER

DRAWING DATE: MARCH, 2017

PROJECT NORTH



		SHEET NUMBER:  DRAWING DATE:	PROJECT NUMBER:  PROJECT NAME:
DRAWN BY: CHECKED BY: JOB NUMBER: BOARD:		JOHNSTOWN TRAIN STATION 47 Walnut Street Johnstown, PA 15901	REUSE OPTION 4



2 SECOND FLOOR PLAN  
 PLOD / 3/32" = 1'-0"

1 FIRST FLOOR PLAN  
 PLOD / 3/32" = 1'-0"

As also noted above, operating expenses for the Farmers' Market are handled internal to that operation; other expenses are detailed on Table 6 and total nearly \$56,000 by Year 3. As a result, net operating income for the facility in stabilized Year 3 approximates \$84,000.

### Capital Investment Requirements

On **Table 7**, we estimate the capital investment requirements necessary to undertake Reuse Option 3, which approximates \$2 million including estimates of design fees. Included in these estimates are separate line items for kitchen equipment for the restaurant(s) and the culinary training center. For use of the second floor, we have allocated funds for two sets of replacement stairs and an elevator.

These estimates include assumptions about the completion of the current improvements to the building. The estimates do not include any funds for parking improvements.

**Table 7. Option 3 - Capital Investment Requirements**

<b>Capital Investment Requirements</b>	<b>Option 3</b>
Farmers' Market (@\$100/SF)	\$919,000
Restaurant (@\$80/SF)	\$513,600
Restaurant Kitchen Equipment	\$200,000
Central Corridor	\$50,000
Replacement Stairs to 2nd Floor	\$40,000
Elevator	\$115,000
Exterior Landscaping (20,400 SF @ \$8)	\$163,200
<b>Total Construction</b>	<b>\$1,837,600</b>
Architecture & Engineering (@8%)	\$147,008
<b>Total With Design</b>	<b>\$1,984,608</b>

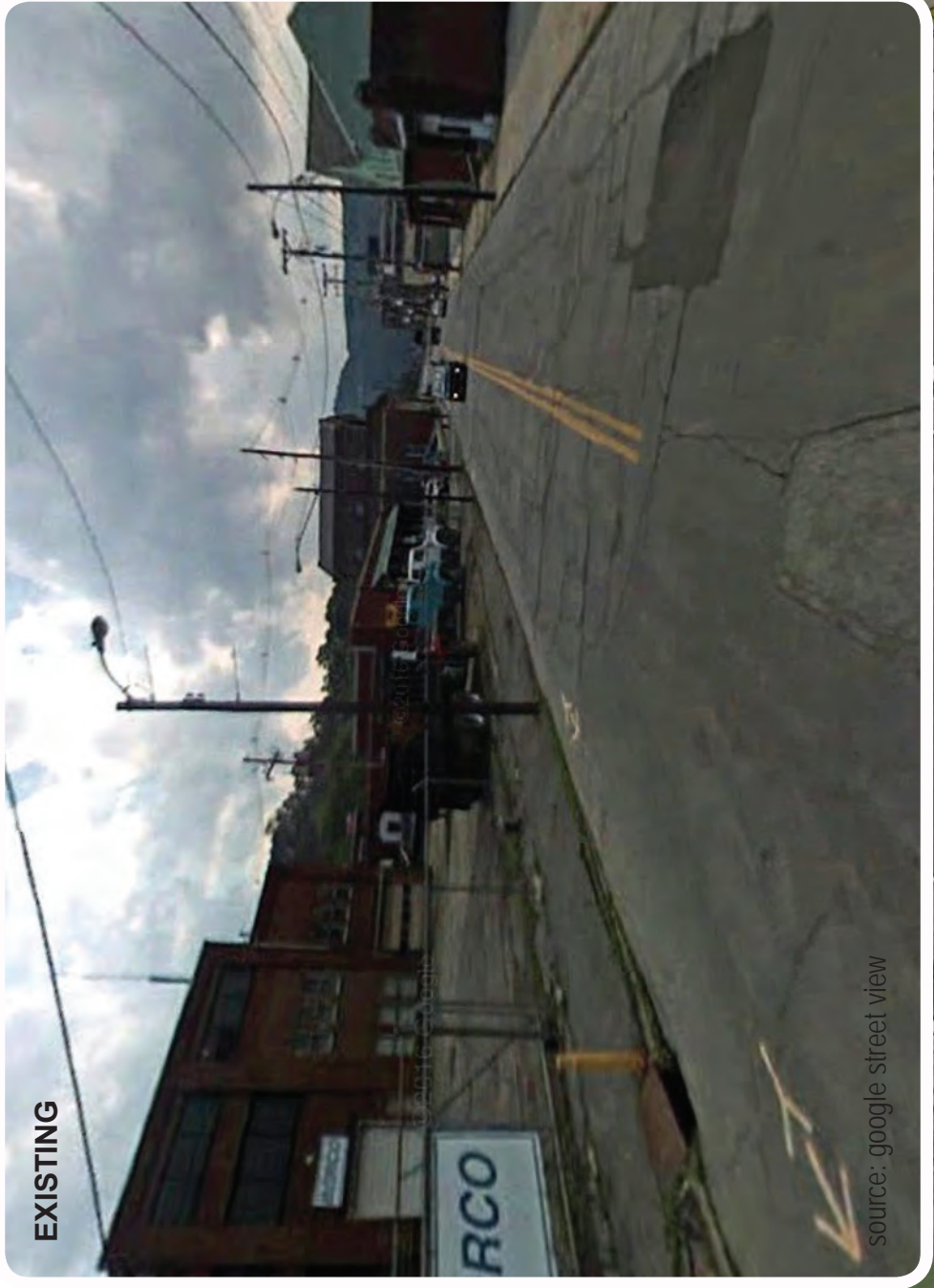
## Parking Requirements

On **Table 7**, we make rough estimates of parking requirements for each Reuse Option using typical parking requirements for each use. Peak demand appears to be in the range of 90 to 105 spaces depending on the day of the week, time of day, and mix of uses. Therefore, it would seem prudent under each option to secure 100 parking spaces for the facility.

**Table 7. Parking Requirements**

<b>Johnstown Train Station Reuse Parking Requirements</b>			
	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
<b><u>Weekday Daytime</u></b>			
Farmers' Market	45	35	45
Restaurant(s)	20	20	35
Culinary Training Center	20	20	
Gifts/Crafts/Hobby Shops	5	5	
AMTRAK/Greyhound/Visitors' Center/Kiosks	10	10	10
<b>Total Parking Demand</b>	<b>100</b>	<b>90</b>	<b>90</b>
<b><u>Weekday Evening</u></b>			
Farmers' Market			
Restaurant(s)	40	40	65
Culinary Training Center			
Gifts/Crafts/Hobby Shops	5	5	
AMTRAK/Greyhound/Visitors' Center/Kiosks	5	5	5
<b>Total Parking Demand</b>	<b>50</b>	<b>50</b>	<b>70</b>
<b><u>Weekend Daytime</u></b>			
Farmers' Market	45	35	45
Restaurant(s)	30	30	50
Culinary Training Center			
Gifts/Crafts/Hobby Shops	5	5	
AMTRAK/Greyhound/Visitors' Center/Kiosks	10	10	10
<b>Total Parking Demand</b>	<b>90</b>	<b>80</b>	<b>105</b>
<b><u>Weekend Evening</u></b>			
Farmers' Market			
Restaurant(s)	40	40	65
Culinary Training Center			
Gifts/Crafts/Hobby Shops			
AMTRAK/Greyhound/Visitors' Center/Kiosks	5	5	5
<b>Total Parking Demand</b>	<b>45</b>	<b>45</b>	<b>70</b>
<b>Peak Parking Demand</b>	<b>100</b>	<b>90</b>	<b>105</b>





CONCEPT PLAN ILLUSTRATES INCREASED LANDSCAPING AT EDGES OF PARKING AREAS ALONG ROADWAY FRONTAGE AND IMPROVED FENCING



GATEWAY LANDSCAPING

EXISTING CART-WAY REMAINS AT 34 FEET WIDE IN FRONT OF THE STATION TO ALLOW FOR BUS PICK-UP AND DROP-OFF. NEW CANOPY STRUCTURE WOULD PROVIDE SHELTER AND COULD ALSO BE USED FOR OUTDOOR VENDING.

EXISTING CARTWAY IS APPROXIMATELY 34 FEET WIDE. THE CONCEPT SITE PLAN SHOWS REDUCING THE LANE WIDTH TO ACCOMMODATE SIDEWALKS AND STREET TREES ON THE NORTH SIDE OF THE STREET. CURRENTLY THE ROADWAY AND AMTRAK PARKING AREA ARE SEPARATED ONLY BY A CURB

OUTDOOR DINING

STREETSCAPE ENHANCEMENTS

REORGANIZED INTERSECTION & NEW GATEWAY LANDSCAPING

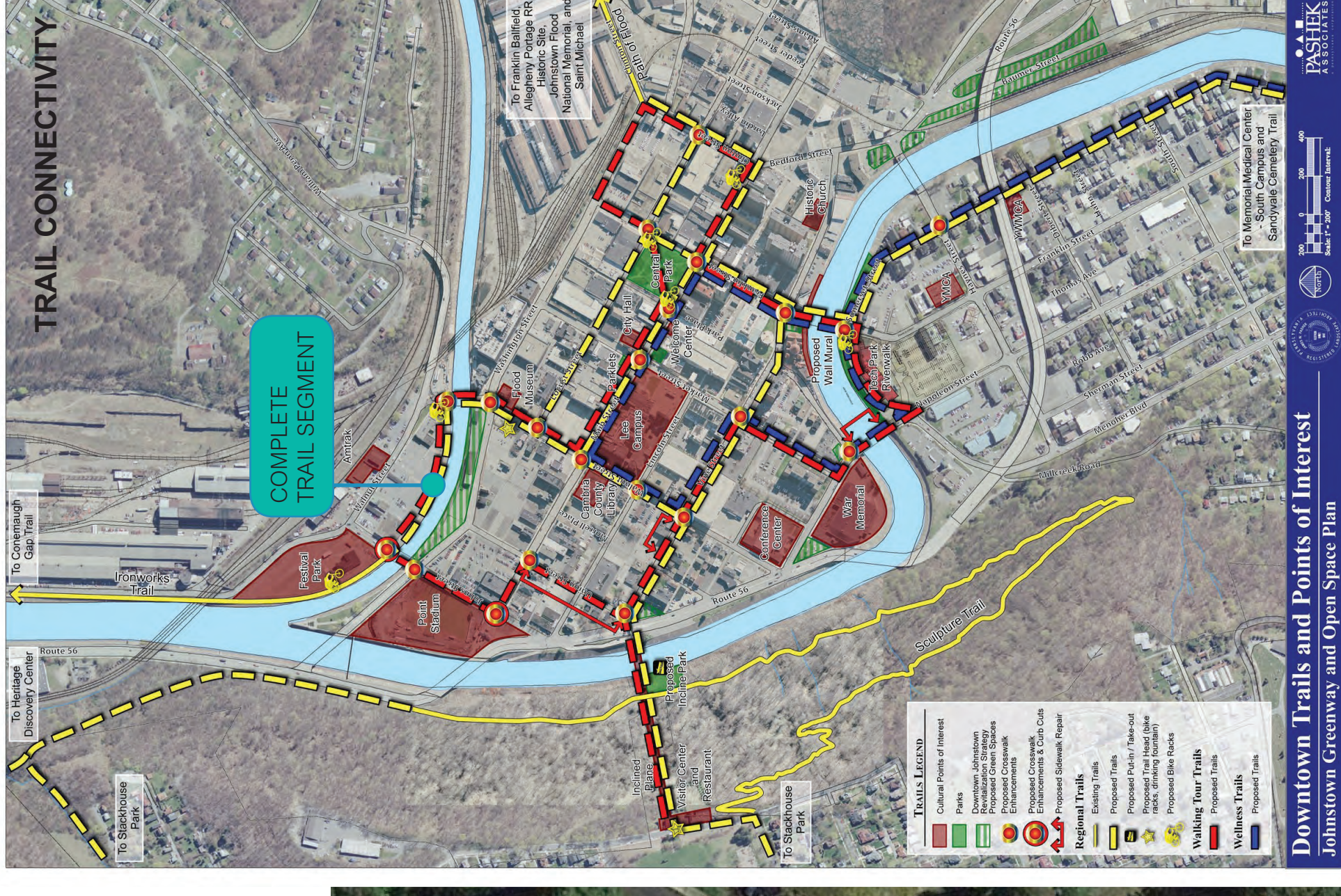
NEW RIVERFRONT PARK

IMPROVED PARKING AREAS

EXPANDED TRAIL NETWORK

NEW RIVERFRONT PARK

RADIUS OF THE INTERSECTION ARE REDUCED TO ALLOW GREATER ACCESS AND SAFETY FOR PEDESTRIANS ACCESSING THE SITE FROM DOWNTOWN.



CONSULTANTS	THE CONTRACTOR SHALL BE RESPONSIBLE FOR ALL FIELD DIMENSIONS AND CONDITIONS AND SHALL NOTIFY KSK OF ANY DISCREPANCIES BEFORE PROCEEDING WITH THE PROJECT.
	 <p>6100 Arch Street, Suite 300 Philadelphia, PA 19103 Tel: 215 590 9372 Fax: 215 790 0245 Email: paco@ksk.com</p>
	<p>DRAWN BY: _____</p> <p>CHECKED BY: _____</p> <p>JOB NUMBER: 160043</p>
<p><b>JOHNSTOWN TRAIN STATION</b> 47 Walnut Street Johnstown, PA 15901</p>	
<p><b>SITE PLAN CONCEPTS</b></p>	
SHEET NUMBER:	PROJECT NORTH
DRAWING DATE:	JANUARY 2017



## **Appendix A: Market Analysis Technical Memorandum**

## Summary of Key Market Findings

The Johnstown Train Station Reuse Study Market Analysis evaluates the market feasibility of potential redevelopment opportunities for the train station as a cornerstone of downtown revitalization. The analysis assumes that the station will retain its role as an Amtrak passenger rail facility and include a visitors' center function that has been suggested in prior plans. For this analysis, Urban Partners has evaluated the retail, rental housing, office, hotel, and entertainment markets, as well as institutional and logistics uses for the station. Following are key market findings of the analysis.

### Retail Market

Urban Partners conducted a retail market analysis to identify gaps and opportunities for the potential development of new retailing at the Johnstown train station and adjacent properties. Examining retail supply and demand within a five-mile radius, a ten-mile radius, and a fifteen-mile radius, we have identified the following retail opportunities:

- A year-round multi-vendor fresh food indoor farmers' market with 15 to 20 vendors, including meat, poultry, fish, deli, cheese, produce, baked goods, candy, chocolates, ice cream, prepared foods, ethnic specialty stands, and flower/gift/craft stands;
- Two to four full-service restaurants, creating a mini-restaurant hub;
- One or two coffee bars/non-alcoholic beverage cafes that could be mixed with either a farmers' market or full-service restaurant theme serving transportation passengers as well as the general public; and
- A gifts and hobbies hub offering a variety of new gift, hobby, games, and crafts shops operating within a well-marketed theme.

### Residential Housing Market

The rental housing market was examined to determine the potential for apartments at the Johnstown train station, most likely as new market-rate construction on future developable parcels adjacent to the station if feasible. As a result of current rental market conditions, it appears that new rental housing is not currently a viable development opportunity for the train station area. However, as economic conditions in the downtown improve, demand for new market-rate housing in the area will likely be sufficient to support a new development in five to 10 years.

## Office Market

To identify the potential for new office space as part of the Johnstown train station, we evaluated current property listings and assessed the market conditions for multi-tenant office space in the downtown area. As a result of these market conditions - demonstrating both a lack of notable demand for traditional office use and an uncertain demand for co-working space downtown - neither speculative traditional office nor additional creative office/co-sharing space are recommended for the train station in the near term.

## Hotel Market

The hotel market analysis area for a potential Johnstown train station hotel focuses on a competitive trade area that extends approximately six miles from the train station. Supply and demand data indicates annual growth in hotel demand, which if continues for several years, may provide the potential for the addition of another hotel property by 2020 or 2021. However, in the near term, it appears that absorption of the recently-opened Holiday Inn Express will preclude the addition of a new hotel property at the train station.

## Entertainment Market

We also examined the opportunity for the market in and around Johnstown to support entertainment venues at or near the Johnstown train station, specifically bowling centers and movie theaters.

### Bowling Center

Considering current conditions, it appears that the area encompassing a 15-mile radius, including downtown Johnstown, does not have sufficient demand to support an additional bowling center, highlighted by the fact that one center recently closed. Therefore, a bowling center is not a recommended use for the train station.

### Movie Theater

It appears that the area encompassing a 15-mile radius of the train station, including downtown Johnstown, does have sufficient demand to support an additional three movie screens. Given the size of the train station, it would have to be a relatively small theater. There is potential for the theater to operate in conjunction with a restaurant in the station. It is also possible that the theater could be shared with a culinary school concept, where the space could be used for cooking classes or lectures.

## Institutional Uses

In addition to its use for commercial and residential purposes, we examined opportunities for various institutional users to occupy space at the Johnstown train station in some fashion. Such potential users we considered include Duke LifePoint, the University of Pittsburgh-Johnstown, and Pennsylvania Highlands Community College.

### Hospital

While the Lee Campus will remain an important component of Duke LifePoint's Johnstown system, it has no immediate plans to invest or expand its reach downtown. As a result, there is no interest in the station for health facilities use at this time. However, it appears there is potential for the hospital to divest in the parking lots across from the station by selling the property. This could create significant future development opportunities in conjunction with a rehabilitated train station.

### University/College

While there is no immediate opportunity for Pitt-Johnstown to occupy a portion of the Johnstown train station, representatives of Pennsylvania Highlands Community College expressed an interest in the train station for a reinstated culinary school. Therefore, it appears that a culinary school for Penn Highlands could be a potentially viable use alternative for the train station, particularly in conjunction with a full-service restaurant and/or café located in the station.

### Logistics

We also examined the potential for the Johnstown train station to accommodate an additional transportation mode – Greyhound bus service – to supplement its function as an Amtrak station. This would involve moving Greyhound's existing location for boarding and disembarking from Clinton Street adjacent to the Cambria County Transit Authority's (CamTran) Transit Center to the train station. Based on feedback from Greyhound, the primary challenge of such a move would be connecting transit passengers to the train station. If this could be overcome through enhanced shuttle service, the benefits of moving Greyhound service from the transit center to the train station could be significant.

## Introduction

The Pennsylvania Department of Transportation (PennDOT) has retained a multi-disciplinary professional planning team led by KSK Architects Planners Historians, Inc. with Urban Partners to prepare a reuse study for the historic Johnstown train station (see **Map 1**). The analysis is intended to assist PennDOT, the City of Johnstown, and the Johnstown Area Heritage Association (JAHA) with identifying economically realistic and implementable new use opportunities for the train station as a cornerstone for downtown revitalization while enhancing its current role as an Amtrak passenger rail facility. The station has been examined in previous plans for its potential use as a visitors' center (see Prior Planning Studies below). It is assumed that any reuse concept would include this function as a component.

**Map 1. The Johnstown Train Station and Surrounding Geographic Context**



Source: Google Maps

For the initial phase of this study - which will eventually involve detailed reuse alternatives, including proposed design schematics and development/operational economics - Urban Partners has conducted an assessment of the local real estate market to determine the viability of a variety of potential new uses for the station. Markets examined for this analysis include retail, office, rental housing, hotel, recreation/entertainment, institutional, and logistics. The original scope of services included an examination of the industrial market. However, after interviewing key stakeholders, it became apparent that there was little interest in an industrial use for the station and that uses should bring more activity to the station and that part of downtown. Similarly,

suggested uses were raised by stakeholders - including hotel, institutional, and logistics - that held merit. As a result, the scope was modified to eliminate the industrial use and include these additional three uses in the analysis.

For each potential use, we have examined the supply of similar uses in the greater Johnstown area through qualitative research, and the demand for such uses through quantitative secondary data as well as discussions with key stakeholders in the area familiar with the real estate market. This market study serves as a foundation for which further feasibility analysis will be conducted.

## Prior Planning Studies

Several planning studies have been conducted over the years pertaining to the reuse of the Johnstown train station. As part of the market analysis, Urban Partners reviewed these documents to extract any information relevant to this current reuse analysis. These studies include the Historic American Buildings Survey, Johnstown – The Third Century, Johnstown Heritage Development Plan, and Johnstown Vision 2025.

### Historic American Buildings Survey

The Historic American Buildings Survey (HABS) for the Johnstown train station was conducted by the National Park Service and published in 1988. This document provides historical information about the station, including the date of construction (1916), architect, engineers, past owners, builder, plans, and a description of alterations.

The HABS also describes the historical context of the station as an important stop on the Pennsylvania Railroad, contributing significantly toward Johnstown's growth as a major steel supplier. The existing station is Johnstown's second train station, built to demonstrate to the world Johnstown's industrial prowess and cultural success. It became a symbol of Johnstown's civic pride and confidence in its future.

The study continues with an architectural evaluation, describing the building's exterior, including foundations, structural system, and roof. It also describes the interior, including flooring, wall and ceiling finish, doors and windows, and furnishings. In addition, the site detailed, describing the station as facing south on to Walnut Street with the Pennsylvania Railroad tracks running east and west. Pedestrian access is from the southern entrance, while the parking lot is on the east side of the station. The station is sited as being located on the edge of the downtown commercial district.

### Johnstown – The Third Century

Johnstown – The Third Century was prepared in 1989 for the Johnstown Flood Museum Association by Lane, Frenchman and Associates, Inc. The study briefly describes Johnstown's iron and steel history before launching into its suggested opportunity for Johnstown as information and experiences. It is the first analysis to identify cultural heritage as a potential new industry for Johnstown to help create community-wide revitalization. Suggested themes include the land, the technology, the culture, and the flood. The study describes the need to create new interpretive infrastructure for Johnstown to become a center for tourism and investment. This would include preservation,



enhancement of the natural environment, development and design guidance, and education.

To make this all happen, the study recommends creating a Johnstown National Cultural Park through a joint effort of local, state, and federal governments along with private sector investment. Interpretive components throughout the park would focus on the identified themes of land, technology, culture, and flood. According to the study, a key element of the park is the Gateway to the Region, where the park tour would begin. It was suggested that the train station house an orientation center as part of the Gateway. The Gateway area would also involve a riverwalk park along the Little Conemaugh to provide pedestrian amenities, an amphitheatre, and a site for a new hotel and other development.

Specifically, the plan calls for the train station to house the “Cultural Park Visitor Center, as well as several privately developed shops, a lunch counter, and continued Amtrak service”. A film and exhibits would present an overview of Johnstown’s history and story. On the tracks beneath a restored passenger shed, an historic steam train would depart for daily interpretive trips to the Altoona Railroaders Museum. Visitors would connect to other park attractions from the station on foot or via trolleys.

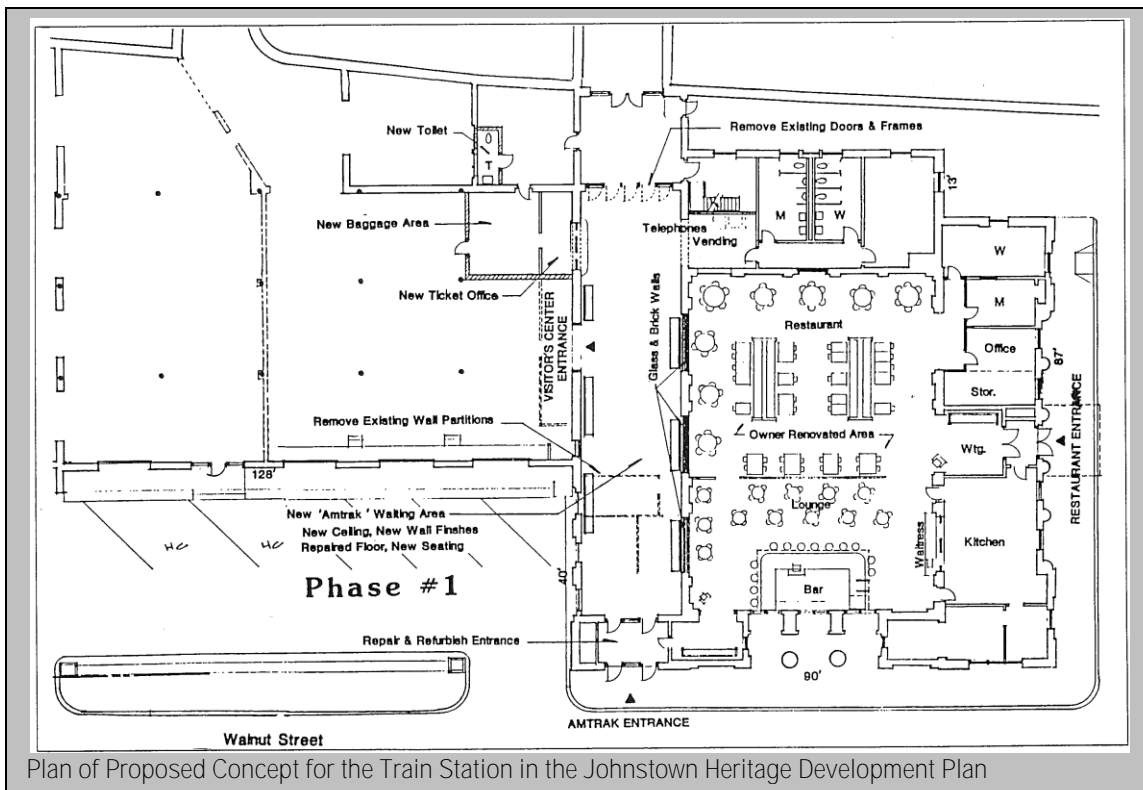
The plan envisioned a phased approach to the park, with completion targeted for 2000.

### Johnstown Heritage Development Plan

The Johnstown Heritage Development Plan was prepared in 1991 for JAHA by Lane, Frenchman and Associates, Inc. This plan is a blueprint for implementing the vision outlined in the Johnstown – The Third Century report described above. The plan is described as having two primary purposes: to outline a program that can be locally implemented to help conserve Johnstown’s unique historical and cultural assets, and to illustrate how the heritage and cultural tourism strategy could be developed.

The Heritage Development Plan is organized into four sections: Section 1: Developing Johnstown’s Heritage; Section 2: Preservation Management Strategy; Section 3: Johnstown Heritage Development Trust; and Section 4: Pilot Area Development Program. The plan suggests two locations for the pilot area – Cambria City/Minersville and Downtown Johnstown. It is in this last section that the concept for the Johnstown train station is detailed as a key cultural and interpretive facility within the downtown pilot area.

The plan reveals two primary reasons for creating anchor attractions and facilities downtown in concert with preservation efforts. The first is the multitude of historic structures in downtown whose preservation will depend on new uses to occupy them. The second is the need to develop new attractions to capture the potential of cultural tourism in Johnstown. Under these principles, the study identifies the Train Station Visitor Center as one of nine key projects suggested for the Downtown Pilot Area.



In the plan, the train station project is described as a pivotal link between the proposed National Historical Park at the Cambria Works, the Allegheny Ridge Heritage Park, and downtown Johnstown. The building is located immediately adjacent to the historic Cambria Works and could be made readily accessible to this site. Furthermore, with its Conrail and Amtrak service, and link to the attractions of the Allegheny Ridge, added excursions were envisioned as part of the Heritage Park program. According to the plan, the proposed program for the train station and its site included:

- The Concourse/"Gateway to the Region" (2,200 SF) – would house an interpretive exhibit depicting the train route from Altoona to Johnstown. The exhibit would be installed on the length of the concourse floor, supplemented by additional displays and photographs of sites in the Allegheny Ridge Industrial Heritage Corridor. Visitor

information about Johnstown would be provided at the entrance.

- Amtrak Ticket Office (600 SF) – windows would be relocated to a space opening onto the concourse with seating for Amtrak passengers incorporated in the concourse design.
- Lease Space (6,200 SF) – for private development of a restaurant or another use, would be created in the main waiting area. An appropriate tenant would be selected based on the character of the operation and its ability to fit in with and reinforce the unique historic setting.
- Heritage Orientation/Welcome Center (9,600 SF) – for the National Historical Park and State Heritage Park. The train station is proposed to become the primary entrance for visitors to the Lower Works. Access would be provided by extending the existing freight tunnel under the rail tracks to the proposed Cambria Iron and Steel National Historical Park. The station freight house would be renovated to house a visitor's center, providing orientation and an overview of the steelmaking story. This area could continue as leased space if the park is not established.

The plan calls for the Heritage Park to fund the concourse interpretive exhibit, renovation of the main hall would be undertaken by the building's owner as part of tenant improvements, the National Park Service would lease and renovate the freight area for a visitor center, and extend the tunnel. The first phase would relocate the Amtrak offices and seating and reopen its entry. The second phase would install the concourse interpretive exhibits and lease the main hall to a restaurant operator. The third phase would create the visitor center in the freight area.

Another one of the nine key projects suggested for the Downtown Pilot Area that impacts the train station is the Riverside Conference Center and Hotel. This proposed development on the vacant parcels across Walnut Street from the train station would involve a 30,000 SF conference center, parking garage to accommodate 350 cars, and an 80,000 SF hotel with 150 guest rooms and a restaurant with views of the river and downtown.

## Johnstown Vision 2025

The most recent plan undertaken for Johnstown that references the train station is Johnstown Vision 2025, prepared by the Remaking Cities Institute (RCI) of Carnegie Mellon University in 2015 through an intensive community process. This plan is an

initiative of the Vision 2025 Governance Committee, under the auspices of the Greater Johnstown Regional Partnership. The group recognized that there are many initiatives underway or in the pipeline in Johnstown, but there's no current overall strategy and agreed-upon priorities for revitalization. The Vision 2025 study was thus commissioned to guide and direct Johnstown's next steps. The plan is intended to:

1. Identify the key issues and opportunities in the Johnstown region by analyzing existing plans, meeting with community leaders, and conducting new research.
2. Create a framework for Johnstown's future that focuses resources and energy toward a common vision.
3. Begin engaging a broad cross-section of community leaders for the transformation of Johnstown.

The plan's overall goal is to create resiliency in Johnstown – specifically environmental resilience, ecological resilience, and social resilience. It suggests achieving this resiliency through a vibrant and local economy, life-sustaining landscapes, and a strong sense of community – all supported by good governance.

Vision 2025 specifically references the Johnstown train station in its Downtown Strategies. There, it suggests developing and linking anchors, where “recognizable places downtown such as Central Park, the train station, and Main Street have the potential to be further developed as anchors to the city”.

The plan continues as a living document through its implementation undertaken by a series of Working Groups and Capture Teams formed to accomplish specific projects.

## Key Stakeholder Interviews

As part of the market analysis for the Johnstown train station, Urban Partners conducted interviews with more than 20 key stakeholders having involvement or interest in downtown and the project. These stakeholders provided a significant source of information which helped inform the analysis of potential uses for the station.

Stakeholders were identified by JAHA and supplemented by Urban Partners. Represented agencies and organizations include the following:

- Southern Alleghenies Planning and Development Commission
- Cambria County Planning Commission
- County of Cambria Commissioners
- Cambria County Transit Authority
- Cambria County/Johnstown Convention & Visitors Bureau
- City of Johnstown
- Johnstown City Planning Commission
- Johnstown Area Regional Industries (JARI)
- Johnstown Redevelopment Authority
- Johnstown Regional Partnership
- PA House of Representatives
- Sustainable Strategies
- KSA Government Affairs
- Johnstown Vision 2025
- Lift Johnstown
- Community Foundation for the Alleghenies
- University of Pittsburgh – Johnstown
- Penn Highlands Community College
- Conemaugh Health System (now Duke LifePoint)
- Realtors
- Developers

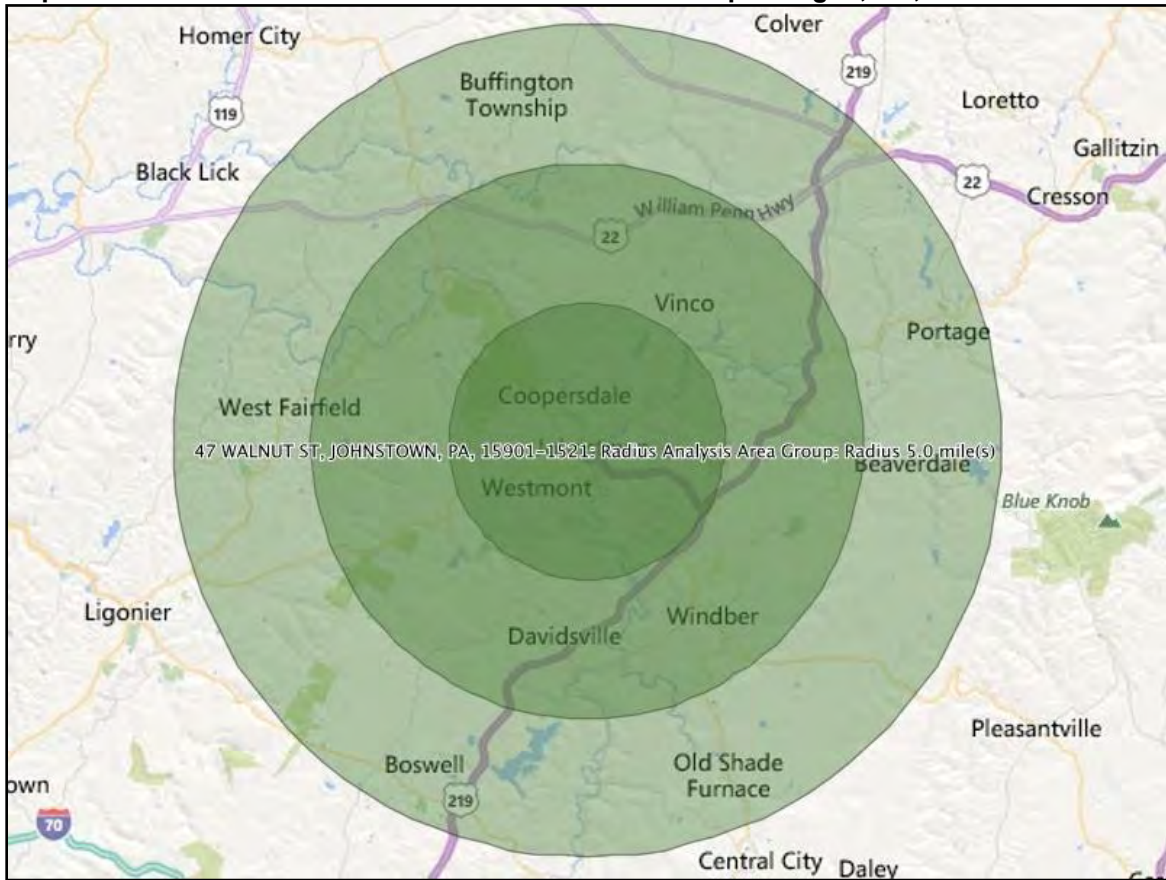
A summary of each interview can be found in the **Attachments**.

## Retail Market

### Retail Trade Area Definition

Urban Partners conducted a retail market analysis to characterize the performance of existing retailers in and around the greater Johnstown area, as well as to identify gaps and opportunities for the potential development of new retailing at the Johnstown train station and adjacent properties. In order to examine the entire range of retailers potentially feasible for the sites, we have defined three retail trade areas centered on the Johnstown train station location: a five-mile radius, a ten-mile radius, and a fifteen-mile radius (see **Map 2**).

**Map 2. Johnstown Train Station Retail Trade Area Encompassing 5-, 10-, and 15-Mile Radii**



Source: The Nielsen Company

The five-mile radius generally includes Johnstown, its immediate suburbs, and adjacent municipalities. Residents of this five-mile trade area are likely to travel generally anywhere within the five-mile trade area for goods and services, except for the most routine daily purchases (convenience stores; dry cleaners, etc.). The estimated 2015 population of this five-mile radius trade area is 52,963. The fifteen-mile radius covers the southern half of

Cambria and portions of the adjacent counties. Customers within this area would need to travel for up to 25 minutes to Johnstown for retail goods and services. They are likely to make this trip for destination purchases – quality restaurants; apparel; specialty goods – but not for routine goods and services.

The ten-mile radius defines an intermediate area – the southern third of Cambria County and northern quarter of Somerset County. The primary shopping areas of Richland Township, including the Johnstown Galleria and Richland Town Center, are included within this ten-mile radius. It provides a concentration of retail stores that appear to be capturing a significant portion of total sales within the ten-mile radius, including attracting many sales from residents of the five-mile radius area.

The ten-mile trade area includes an estimated 2015 population of 93,868, of which 40,905 live beyond the five-mile radius. The fifteen-mile trade area includes a population of 132,935, of which 39,067 live beyond the ten-mile radius. We should note that nearly 40% of the population of the overall fifteen-mile trade area lives within the five-mile radius most convenient to Johnstown.

## Retail Supply

For this retail market analysis, we are focused chiefly on retail stores engaged in selling merchandise for personal and/or household consumption and on establishments that render services incidental to the sale of these goods. All retail establishments in the area were classified by type of business according to the principal lines of merchandise sold and the usual trade designation. In general, this classification follows the numeric system established for both government and industry practice – the NAICS.

The term “retail store sales” in this analysis includes sales by establishments that are normally found in pedestrian-oriented retail shopping areas. This definition excludes the sales of automobile dealerships and repair facilities, service stations, fuel oil dealers, and non-store retailing. Banks and other financial establishments are also excluded from this assessment because banking activities – deposits, loans, etc. – cannot be added to sales volume data for other types of retail establishments.

## Retail Demand

Consumer shopping patterns vary depending on the types of goods being purchased. For convenience goods purchased frequently, such as groceries, drugs, and prepared foods, shoppers typically make purchases at stores close to their home or place of work. For larger-ticket, rarely purchased items – such

as automobiles, electronics and large appliances – shoppers may travel anywhere within the metropolitan area or beyond to obtain the right item at the right price. For apparel, household furnishings, and other shopping goods, consumers generally establish shopping patterns between these two extremes, trading at a number of shopping areas within a 30 minute commute of their homes. For these types of goods, most customers within the fifteen-mile radius trade area defined above would find Johnstown a sufficiently convenient location.

In analyzing the retail market demand within a portion of a larger metropolitan area, these behavioral observations translate into a series of analytical rules-of-thumb:

- Shopping for community-serving goods and services is generally confined to the immediate trade area.
- Expenditures made at full-service restaurants will occur chiefly within the immediate trade area, but some restaurant expenditures made by the trade area population will be lost to established restaurants located outside the immediate trade area. Similarly, some restaurant sales occurring in the immediate trade area will be attracted from residents who live elsewhere in the region.
- Expenditures made by immediate trade area residents for shopping good items (department stores, apparel, and most specialty goods) will more likely occur within the area, but a substantial proportion of these sales will occur outside the area. Similarly, significant sales will be attracted from residents outside the immediate trade area to any large, well-known stores located within the trade area.
- Specific high-quality stores within the immediate trade area may attract significant clientele from well beyond the trade area for highly-targeted, single destination trips for specialized purchases.

## Supply and Demand Characteristics

In this section, we compare the current supply and demand for all retail goods and services by residents of these three trade areas. To determine the supply and demand, we acquired information about the retail spending behavior of market study area residents from the Nielsen Company. **Table 1** outlines the supply and demand characteristics of the three trade areas examined.



**Table 1. Trade Area Retail Supply and Demand Characteristics, 2017**

	5-Mile Radius			10-Mile Radius			15-Mile Radius		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/ Surplus	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/ Surplus	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/ Surplus
	Total Retail Sales	652,042,783	538,294,374	113,748,410	1,078,385,370	1,051,216,940	27,168,430	1,481,204,116	1,330,309,679
Motor Vehicle and Parts Dealers-441	18,419,837	21,593,207	(3,173,370)	29,817,061	31,223,036	(1,405,975)	40,730,681	41,531,062	(800,381)
Automotive Parts/Accsrs, Tire Stores-4413	18,419,837	21,593,207	(3,173,370)	29,817,061	31,223,036	(1,405,975)	40,730,681	41,531,062	(800,381)
Furniture and Home Furnishings Stores-442	19,799,710	13,945,721	5,853,988	32,526,371	23,289,036	9,237,334	44,665,055	24,992,718	19,672,337
Furniture Stores-4421	10,504,075	8,513,706	1,990,369	17,243,024	14,424,672	2,818,352	23,667,069	15,162,443	8,504,626
Home Furnishing Stores-4422	9,295,635	5,432,015	3,863,620	15,283,346	8,864,364	6,418,982	20,997,986	9,830,275	11,167,711
Electronics and Appliance Stores-443	15,101,978	7,240,184	7,861,794	25,707,595	19,120,524	6,587,071	35,190,278	25,030,158	10,160,120
Appliances, TVs, Electronics Stores-44311	15,101,978	7,240,184	7,861,794	25,707,595	19,120,524	6,587,071	35,190,278	25,030,158	10,160,120
Household Appliances Stores-443111	2,439,470	1,947,456	492,014	4,035,997	1,949,227	2,086,770	5,573,315	2,882,481	2,690,833
Electronics Stores-443112	12,662,508	5,292,728	7,369,780	21,671,597	17,171,297	4,500,300	29,616,963	22,147,676	7,469,287
Building Material, Garden Equip Stores -444	112,296,833	71,254,923	41,041,910	185,027,427	174,178,233	10,849,194	255,911,262	199,534,178	56,377,085
Building Material and Supply Dealers-4441	103,626,318	66,992,641	36,633,677	170,539,136	153,123,690	17,415,446	235,796,158	175,191,310	60,604,849
Home Centers-44411	41,156,258	26,720,036	14,436,222	67,804,383	89,919,235	(22,114,853)	93,747,207	96,657,564	(2,910,357)
Paint and Wallpaper Stores-44412	2,078,694	229,861	1,848,833	3,415,020	401,391	3,013,629	4,745,838	652,016	4,093,822
Hardware Stores-44413	10,303,739	488,076	9,815,664	17,069,686	1,520,600	15,549,086	23,607,985	2,556,388	21,051,597
Other Building Materials Dealers-44419	50,087,626	39,554,669	10,532,958	82,250,048	61,282,464	20,967,583	113,695,129	75,325,342	38,369,787
Building Materials, Lumberyards-444191	19,414,749	14,757,934	4,656,816	31,510,815	22,864,621	8,646,194	43,279,487	28,104,042	15,175,445
Lawn, Garden Equipment, Supplies Stores-4442	8,670,514	4,262,281	4,408,233	14,488,291	21,054,542	(6,566,252)	20,115,104	24,342,868	(4,227,764)
Outdoor Power Equipment Stores-44421	1,717,380	735,017	982,362	2,856,852	3,315,751	(458,899)	3,979,252	5,298,511	(1,319,259)
Nursery and Garden Centers-44422	6,953,134	3,527,264	3,425,871	11,631,439	17,738,791	(6,107,352)	16,135,852	19,044,357	(2,908,505)
Food and Beverage Stores-445	135,481,632	140,888,941	(5,407,310)	221,961,978	213,302,961	8,659,017	304,624,056	293,389,645	11,234,411
Grocery Stores-4451	123,919,677	107,354,927	16,564,750	202,675,421	171,126,984	31,548,437	278,128,433	249,559,646	28,568,787
Supermarkets, Grocery (Ex Conv) Stores-44511	115,347,742	105,347,735	10,000,006	188,624,224	165,781,790	22,842,433	258,852,603	241,367,459	17,485,144
Convenience Stores-44512	8,571,935	2,007,192	6,564,744	14,051,197	5,345,193	8,706,003	19,275,830	8,192,187	11,083,643
Specialty Food Stores-4452	4,587,484	3,999,651	587,832	7,491,181	5,285,804	2,205,377	10,277,435	6,752,523	3,524,913
Beer, Wine and Liquor Stores-4453	6,974,471	29,534,363	(22,559,892)	11,795,377	36,890,173	(25,094,796)	16,218,188	37,077,477	(20,859,289)

Health and Personal Care Stores-446	60,749,808	48,564,319	12,185,489	99,088,291	119,943,569	(20,855,278)	135,506,221	176,067,540	(40,561,320)
Pharmacies and Drug Stores-44611	49,980,202	39,944,129	10,036,074	81,483,943	106,936,103	(25,452,159)	111,393,194	161,108,896	(49,715,702)
Cosmetics, Beauty Supplies, Perfume Stores-44612	5,032,909	143,578	4,889,331	8,201,491	690,624	7,510,867	11,209,035	757,654	10,451,381
Optical Goods Stores-44613	2,005,766	53,707	1,952,059	3,320,798	223,988	3,096,810	4,587,811	234,982	4,352,829
Other Health and Personal Care Stores-44619	3,730,931	8,422,905	(4,691,974)	6,082,058	12,092,853	(6,010,795)	8,316,181	13,966,009	(5,649,827)
Clothing and Clothing Accessories Stores-448	40,027,897	13,301,576	26,726,321	67,266,269	38,017,093	29,249,176	92,412,913	43,099,126	49,313,787
Clothing Stores-4481	30,382,721	7,134,780	23,247,941	50,968,537	22,571,556	28,396,980	70,035,007	25,728,295	44,306,712
Men's Clothing Stores-44811	1,314,131	690,870	623,261	2,270,423	690,870	1,579,553	3,105,306	690,870	2,414,436
Women's Clothing Stores-44812	6,637,360	2,722,797	3,914,563	11,171,775	4,830,128	6,341,647	15,352,079	5,107,427	10,244,652
Children's, Infants Clothing Stores-44813	1,785,875	38,586	1,747,289	2,852,607	207,783	2,644,824	3,949,886	207,783	3,742,103
Family Clothing Stores-44814	16,519,523	2,617,140	13,902,383	27,748,608	14,110,798	13,637,811	38,124,279	15,901,688	22,222,591
Clothing Accessories Stores-44815	1,506,239	15,636	1,490,603	2,554,280	117,945	2,436,335	3,510,077	144,660	3,365,418
Other Clothing Stores-44819	2,619,593	1,049,751	1,569,842	4,370,843	2,614,033	1,756,810	5,993,380	3,675,868	2,317,512
Shoe Stores-4482	5,684,362	857,680	4,826,682	9,373,130	6,816,374	2,556,756	12,874,186	7,572,370	5,301,816
Jewelry, Luggage, Leather Goods Stores-4483	3,960,814	5,309,116	(1,348,302)	6,924,602	8,629,162	(1,704,560)	9,503,719	9,798,461	(294,741)
Jewelry Stores-44831	3,462,194	5,309,116	(1,846,922)	6,108,509	8,500,713	(2,392,204)	8,389,766	9,669,284	(1,279,518)
Luggage and Leather Goods Stores-44832	498,620	0	498,620	816,093	128,449	687,644	1,113,953	129,177	984,776
Sporting Goods, Hobby, Book, Music Stores-451	17,282,938	6,493,181	10,789,756	29,479,805	28,030,431	1,449,374	40,197,464	34,407,574	5,789,890
Sporting Goods, Hobby, Musical Inst Stores-4511	14,952,859	5,409,841	9,543,018	25,221,732	24,735,616	486,116	34,525,896	30,412,865	4,113,031
Sporting Goods Stores-45111	10,436,953	4,220,000	6,216,953	17,481,394	20,278,677	(2,797,283)	24,015,571	24,956,123	(940,552)
Hobby, Toys and Games Stores-45112	3,233,683	433,678	2,800,005	5,571,205	3,069,058	2,502,147	7,559,175	3,749,193	3,809,981
Sew/Needlework/Piece Goods Stores-45113	497,768	68,944	428,824	825,092	689,431	135,661	1,127,748	689,431	438,317
Musical Instrument and Supplies Stores-45114	784,455	687,219	97,237	1,344,042	698,450	645,592	1,823,403	1,018,118	805,285
Book and Periodical Stores-4512	2,330,079	1,083,341	1,246,738	4,258,073	3,294,815	963,258	5,671,567	3,994,709	1,676,859
Book Stores-451211	1,905,506	1,083,341	822,165	3,558,289	3,294,815	263,474	4,716,046	3,994,709	721,337
News Dealers and Newsstands-451212	424,573	0	424,573	699,784	0	699,784	955,522	0	955,522
General Merchandise Stores-452	115,105,095	83,584,255	31,520,840	188,853,637	213,708,036	(24,854,399)	259,083,700	268,041,040	(8,957,340)
Department Stores Excl Leased Depts-4521	58,940,336	6,333,892	52,606,444	96,877,843	52,664,192	44,213,651	132,918,457	56,927,962	75,990,495
Other General Merchandise Stores-4529	56,164,759	77,250,363	(21,085,604)	91,975,794	161,043,844	(69,068,050)	126,165,243	211,113,078	(84,947,835)

Miscellaneous Store Retailers-453	30,625,124	25,408,453	5,216,671	50,691,426	45,682,622	5,008,803	69,718,980	57,975,688	11,743,293
Florists-4531	1,366,951	1,672,726	(305,775)	2,251,314	2,176,950	74,364	3,107,656	2,630,065	477,591
Office Supplies, Stationery, Gift Stores-4532	9,887,857	4,703,856	5,184,002	16,201,460	14,419,561	1,781,898	22,104,281	16,597,193	5,507,089
Office Supplies and Stationery Stores-45321	5,636,186	2,835,460	2,800,727	9,214,571	11,024,099	(1,809,528)	12,553,537	12,719,795	(166,258)
Gift, Novelty and Souvenir Stores-45322	4,251,671	1,868,396	2,383,275	6,986,889	3,395,462	3,591,426	9,550,745	3,877,398	5,673,347
Used Merchandise Stores-4533	3,209,779	12,033,889	(8,824,109)	5,474,526	14,417,440	(8,942,914)	7,451,217	15,433,698	(7,982,481)
Other Miscellaneous Store Retailers-4539	16,160,536	6,997,983	9,162,553	26,764,127	14,668,671	12,095,456	37,055,826	23,314,733	13,741,094
Foodservice and Drinking Places-722	87,151,933	106,019,612	(18,867,680)	147,965,511	144,721,399	3,244,112	203,163,505	166,240,949	36,922,556
Drinking Places -Alcoholic Beverages-7224	2,930,149	8,709,127	(5,778,978)	5,099,774	11,111,310	(6,011,536)	6,990,050	14,329,935	(7,339,885)
Full-Service Restaurants-722511	48,825,402	37,437,350	11,388,051	83,132,503	64,009,590	19,122,913	114,146,326	82,138,569	32,007,757
Limited-Service Eating Places-722513	35,396,382	59,873,135	(24,476,753)	59,733,234	69,600,498	(9,867,265)	82,027,129	69,772,445	12,254,684
Cafeterias, Grill-Bufferets, and Bufferets-722514	932,560	11,095	921,465	1,573,741	11,095	1,562,646	2,161,105	11,095	2,150,010
Snack and Nonalcoholic Beverage Bars-722515	4,916,840	232,677	4,684,162	8,297,418	360,367	7,937,052	11,394,211	511,802	10,882,409

Source: The Nielsen Company, Urban Partners

According to this information about the retail spending behavior of market study area residents as compiled by the Nielsen Company, stores within the five-mile trade area sell more than **\$538 million** worth of retail goods annually, while that trade area's population spends approximately **\$652 million** on retail goods annually. This retail spending includes:

- \$135.5 million in Food and Beverage Stores,
- \$115.1 million in General Merchandise Stores,
- \$112.3 million in Building Material and Garden Stores,
- \$87.2 million in Eating and Drinking Establishments,
- \$60.7 million in Health and Personal Care Stores,
- \$40.0 million in Clothing and Accessories Stores,
- \$30.6 million in Miscellaneous Store Retailers,
- \$19.8 million in Furniture and Home Furnishings Stores,
- \$18.4 million in Auto Parts Stores,
- \$17.3 million in Sporting Goods, Hobby, and Book Stores, and
- \$15.1 million in Electronics and Appliance Stores.

By comparison, stores within the ten-mile trade area sell more than **\$1.05 billion** worth of retail goods annually, while that trade area's population spends approximately **\$1.08 billion** on retail goods annually. This retail spending includes:

- \$222.0 million in Food and Beverage Stores,
- \$188.9 million in General Merchandise Stores,
- \$185.0 million in Building Material and Garden Stores,
- \$148.0 million in Eating and Drinking Establishments,
- \$99.1 million in Health and Personal Care Stores,
- \$67.3 million in Clothing and Accessories Stores,
- \$50.7 million in Miscellaneous Store Retailers,
- \$32.5 million in Furniture and Home Furnishings Stores,
- \$29.8 million in Auto Parts Stores,
- \$29.5 million in Sporting Goods, Hobby, and Book Stores, and
- \$25.7 million in Electronics and Appliance Stores.

Finally, stores within the fifteen-mile trade area sell more than **\$1.48 billion** worth of retail goods annually, while that trade area's population spends approximately **\$1.33 billion** on retail goods annually. This retail spending includes:

- \$304.6 million in Food and Beverage Stores,
- \$259.1 million in General Merchandise Stores,
- \$255.9 million in Building Material and Garden Stores,
- \$203.2 million in Eating and Drinking Establishments,
- \$135.5 million in Health and Personal Care Stores,
- \$92.4 million in Clothing and Accessories Stores,
- \$69.7 million in Miscellaneous Store Retailers,
- \$44.7 million in Furniture and Home Furnishings Stores,

- \$40.7 million in Auto Parts Stores,
- \$40.2 million in Sporting Goods, Hobby, and Book Stores, and
- \$35.2 million in Electronics and Appliance Stores.

## Retail Market Potential

A comparison of retail supply and demand for the trade areas (shown in Table 1 above) reveals the retail surplus or gap/potential for additional retail in each trade that is currently missing and being met elsewhere in the region. This analysis shows that much of the \$114 million in surplus retail demand apparent within the five-mile radius trade area is actually being captured by larger, regional-serving stores in the 10-mile radius, especially stores in Richland Township. Nonetheless, there are a variety of potential retail expansion categories that could be met somewhere within Johnstown's downtown area. However, given the location and physical characteristics of the Johnstown train station and its adjacent parcels, only certain opportunities are likely to be appropriate for this site. These prime opportunities include:

### Year-Round Farmers' Market or Other Specialty Food Cluster

There are significant shortages in food store supply at both the five-mile and ten-mile trade areas. At the five-mile area, there is a shortage of more than \$10 million in supermarket supply and nearly \$600,000 in specialty food sales. These gaps are sufficient to support up to 26,000 SF of new fresh food store supply. At the ten-mile radius, these gaps become even larger - a shortage of nearly \$23 million in supermarket supply and \$2.2 million in specialty food sales.

A **year-round multi-vendor fresh food farmers' market** could provide a unique regional offering attracting customers from as far as the ten-mile radius. Vendors in this type of indoor farmers' market typically operate on a one-shift, four-day, 40-hours per-week format. A market of at least 7,500 SF is generally required to provide sufficient scale to efficiently meet on-site management, insurance, and trash hauling costs. For the station, we would imagine a market of 7,500 SF to 10,000 SF with 15 to 20 vendors.

This facility would be expected to generate \$3 million to \$4 million in gross annual sales, capturing 30% to 40% of the supermarket/specialty food gap in the five-mile radius. Tenants typically include four to six high volume merchants: meat, poultry, fish, deli, cheese. Other vendors would include two or three produce stands; three or four stands providing baked goods, candy, chocolates, ice cream, and other desserts; three to six prepared food vendors; two or three ethnic specialty stands; and two or three flower/gift/craft stands.

Vendors would lease stalls on a weekly, monthly, or annual basis for full-service space. That is, the farmers' market entity would be responsible for all operating costs including insurance, cleaning, trash removal, utilities, taxes, and operation of the facility.

### Full-Service Restaurants

Depending on their popularity and success, full-service restaurants can cater to a local population while also serving a much greater region as well. According to the Nielsen data, the gap in full-service restaurants at the five-mile radius is \$11.4 million. This excess demand could support more than 30,000 SF of additional sit-down restaurant space. The Johnstown train station's attractive spaces could provide the location for two to four such venues, **creating a mini-restaurant hub**. We should note that the gap in full-service restaurant supply grows to more than \$19 million at the ten-mile radius.

### Coffee and Other Non-Alcoholic Beverage Cafes

Similarly, the gap in coffee bars and other non-alcoholic beverage cafes at the five-mile radius is \$4.7 million - sufficient to support nearly 15,000 SF of such cafes. **One or two such cafes could be mixed with either a farmers' market or full-service restaurant theme** at the Johnstown train station, serving transportation passengers as well as the general public. We should note that the gap in coffee bar/beverage cafe supply grows to nearly \$8 million at the ten-mile radius.

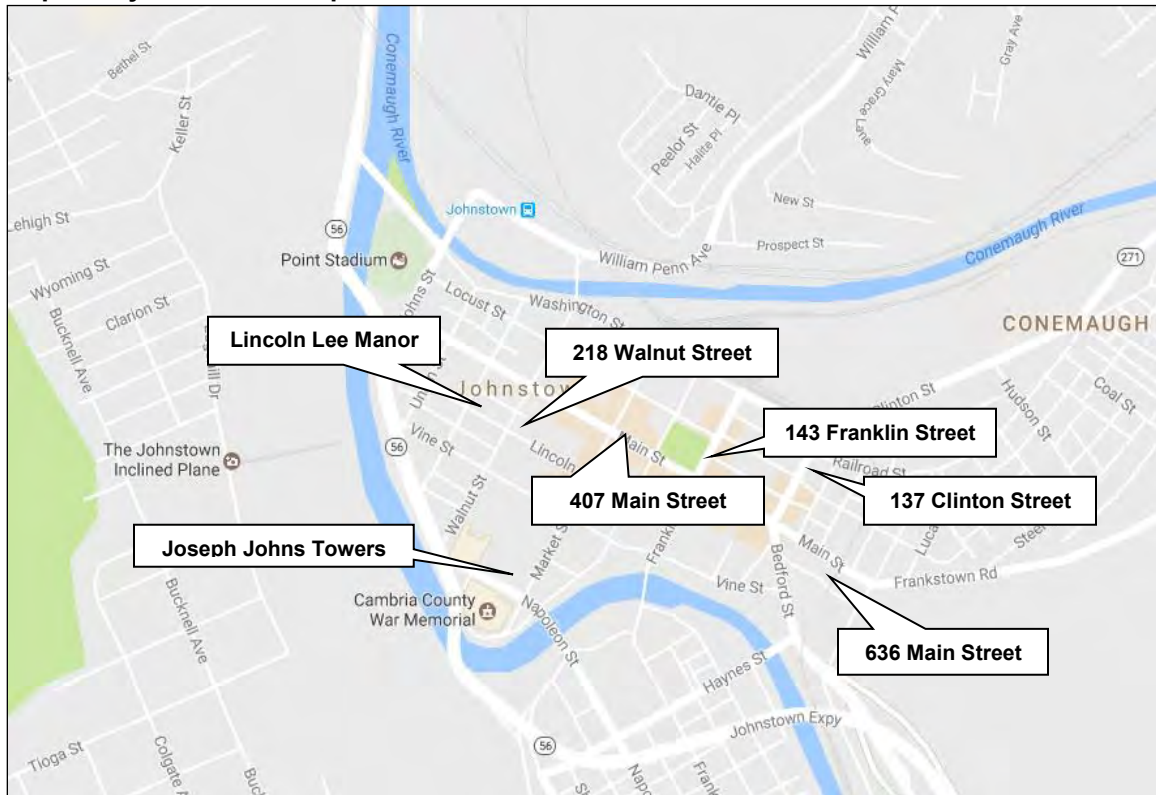
### Gifts & Hobbies Hub

The Nielsen data suggests that \$2.4 million in "Gift, Novelty, and Souvenir Stores" expenditures are leaking from the five-mile trade area annually, as is \$2.8 million in "Hobby, Toys & Games" expenditures. At the ten-mile radius the overall leakage is \$6.1 million, though slightly more oriented to gifts. This leakage can support 15,000 SF to 20,000 SF of new gift, hobby, games, and crafts shops. A hub of such store types, operating within a well-marketed theme, could be a strong opportunity for the Johnstown train station.

## Rental Housing Market

Urban Partners examined the rental housing market to determine the potential for apartments at the Johnstown train station, most likely as new market-rate construction on future developable parcels adjacent to the station if feasible. While various single-family homes for rent and apartments contained in subdivided single-family homes exist in neighborhoods outside of the downtown area, downtown Johnstown has a fairly limited supply of market-rate apartments (see **Map 3**).

**Map 3. Key Market-Rate Apartments Located in Downtown Johnstown**



Source: Google Maps

Just two older apartment buildings of significant size exist downtown. Two other much smaller buildings of a similar quality exist in the vicinity as well. However, none could be considered comparable to a modern new residential development. Apartments with the most similarities to new construction in downtown Johnstown are a limited number of recently-rehabbed units in scattered commercial buildings.



**Table 2** details the two larger apartment buildings located downtown. As the table shows, the largest building is Joseph Johns Towers, located at 350 Market Street. With a total of 165 apartments, this 1960s building has just two unit types – one- and two-bedroom units with one bath. The units range from \$575 per month (\$1.44/SF) for a 1 BR/1 BA unit to \$650 (\$1.08/SF) for a 2 BR/1 BA unit. All utilities are included. Apartment amenities at Joseph Johns Towers include central air conditioning, large closets, and carpeting. Community amenities include a laundry room, community room, on-site management, extra storage, and off-street parking. As of February 2017, there were no units available.

Table 2. Market-Rate Apartment Buildings in Downtown Johnstown, 2/2017

Building	Units	Rent	SF	Rent/SF	BR	BA	Avail.	Utilities	Amenities
<b>Joseph Johns Towers</b> 350 Market Street	165	\$575 \$650	400 600	\$1.44 \$1.08	1 2	1 1	0 0	All Included	<u>Apartments:</u> central AC, cable-ready, oversized closets, carpet, ceiling fans. <u>Community:</u> extra storage, laundry room, community room, 24-hour emergency service, on-site management, controlled access entry, free off-street parking, close to shopping and amenities.
<b>Lincoln Lee Manor</b> 231 Lincoln Street	59	\$500 \$650	500 600	\$1.00 \$1.08	1 2	1 1	1 0	Tenant pays Electric	<u>Apartments:</u> Air conditioning, dishwasher, cable-ready, oversized closets, carpet, ceiling fans. <u>Community:</u> laundry room, on-site management, controlled access entry, free off-street surface parking, assigned garage parking, close to shopping and amenities.

Source: Apartments.com

The other larger apartment building in Johnstown is Lincoln Lee Manor, located at 231 Lincoln Street. This 1970s-era building, which accepts Section 8 vouchers, also contains two unit types – 48 one-bedroom and 11 two-bedroom units. The units range from \$500 per month (\$1.00/SF) for a 1 BR/1 BA unit to \$650 (\$1.08/SF) for a 2 BR/1 BA unit. All utilities are included. Tenants pay for electricity. Apartment amenities at Lincoln Lee Manor include air conditioning, oversized closets, and carpeting. Community amenities include a laundry room, on-site management, and off-street surface and assigned garage parking. As of February 2017, there was just one one-bedroom unit available.





636 Main Street

Other smaller downtown apartment buildings include 636 Main Street and 218 Walnut Street. 636 Main Street is a 14-unit building containing studios, one-bedroom units, and two-bedroom units. The building is entirely vacant. 218 Walnut Street is a six-unit building consisting of all one-bedroom units. The building was renovated in 2004 with new wiring and wifi. Renting for \$500 per month, these units are entirely occupied as well.

Apartments in single-family houses are the most common type of rental housing units in Johnstown, most of which are located in neighborhoods adjacent to downtown. Typically, these apartments in single-family homes are one- and two-bedroom units with one bathroom, although there are entire houses with three and four bedrooms also available for rent. Of the apartments available as of February 2017, rents range from \$750 per month for a 2 BR unit to \$400 for a 1 BR unit. Common amenities for apartments of this type include off-street parking, in-unit washer/dryer, and hardwood floors. Depending on the apartment, some have porches and fireplaces.

Housing in downtown Johnstown most comparable to new rental product are the limited supply of recently rehabilitated units located in scattered downtown buildings, some above commercial units. One of the best examples is the former Moxam Bank building at 407 Main Street, which now houses Vault Salon on the ground floor. This building contains four renovated rental units – two 1 BR units renting for \$650 per month each, and two 2 BR units renting for \$800 per month each with the tenant paying electric. These units feature new bathrooms and new kitchens. None of these units are currently available.



407 Main Street

Other examples of renovated upscale apartments in downtown Johnstown include two loft units on the second floor of the American Eagle Screen Print and Embroidery building at 143 Franklin Street, and six loft units above Flood City Café at 137 Clinton Street. These units command approximately \$600 per month for 1 BR units and \$700 to \$950 per month for 2 BR units. Amenities include higher-end kitchens, large windows, central air conditioning, in-unit washers and dryers, secure access, and off-street parking. None of these units are currently available.

## Rental Housing Potential

Our rental housing market research has revealed that downtown apartments are limited – just a few market-rate buildings exist and rents are modest while vacancy in these buildings is very low. Much more common in Johnstown are apartments in subdivided houses, mostly located outside of the downtown in adjacent neighborhoods. Rents are typically slightly higher in these units, likely due to larger sizes and more amenities, and availability is greater than for the downtown units. The best comparables to any prospective new downtown rental housing product are limited renovated apartments and lofts located above various storefront buildings. These units have higher rents that are more in line with what a new rental product would command. These units are all currently occupied.

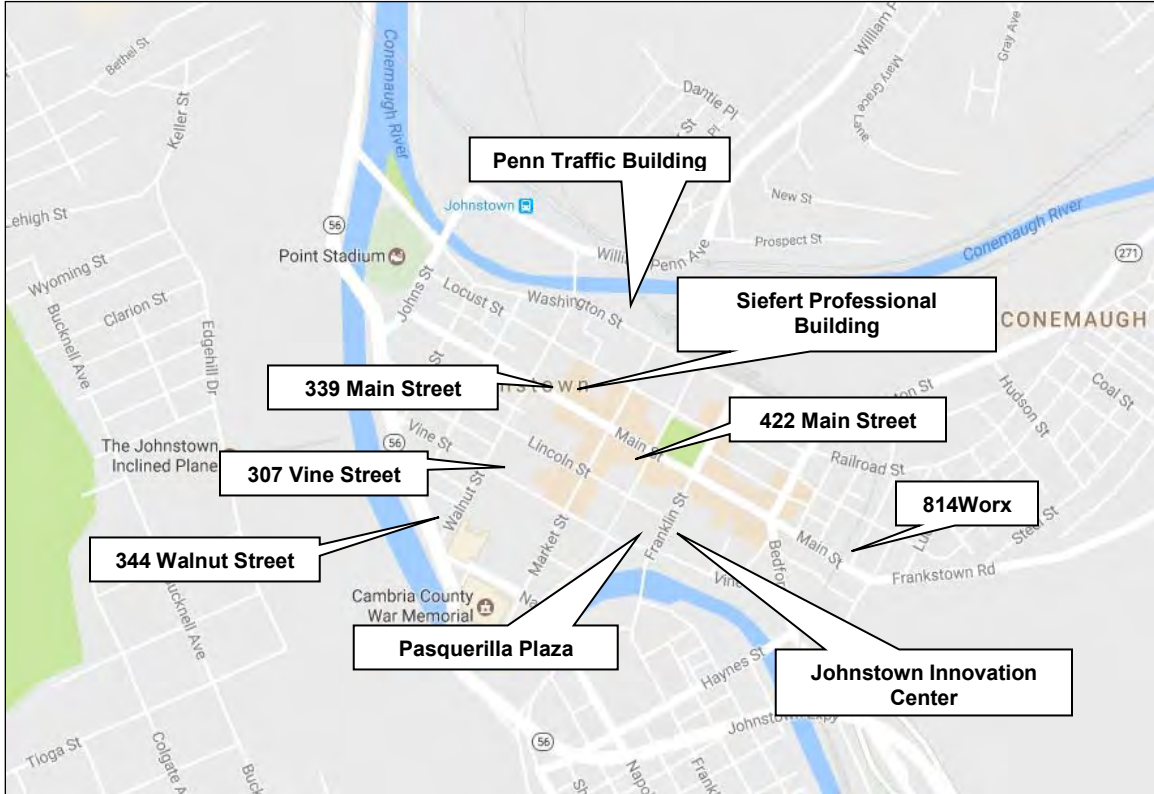
Local realtors and developers suggest that the residential market in downtown Johnstown is likely not ready for a new rental development. The modestly-priced downtown units have a very low vacancy rate because that is reportedly what most residents in the area can afford. While the more upscale renovated units have low vacancies as well, they are much more limited in quantity and are adequately accommodating the equally limited existing demand. However, it is reported that downtown is increasing in popularity among Johnstown professionals as a place to live, so the market for higher-priced new and rehabbed apartments will likely increase.

As a result of these rental market conditions, **it appears that new rental housing is not currently a viable development opportunity for the train station area.** However, as economic conditions in the downtown improve, particularly with new commercial uses occurring at the station, demand for new market-rate housing in the area will likely be sufficient to support a new development in five to 10 years.

## Office Market

To identify the potential for new office/commercial space as part of the Johnstown train station, Urban Partners evaluated current property listings and assessed the market conditions for multi-tenant office space in the downtown area (see **Map 4**).

**Map 4. Sample Office Properties Listed for Rent in Downtown Johnstown**



Source: Google Maps, LoopNet, JARI

LoopNet, a commercial real estate search engine, as well as the City of Johnstown and Johnstown Area Regional Industries (JARI) provided listing details on available space as of February 2017 (see **Table 3**). While several properties offer renovated spaces, most listings involve Class B and C buildings. Just one listed property is Class A, the highest quality of office space.



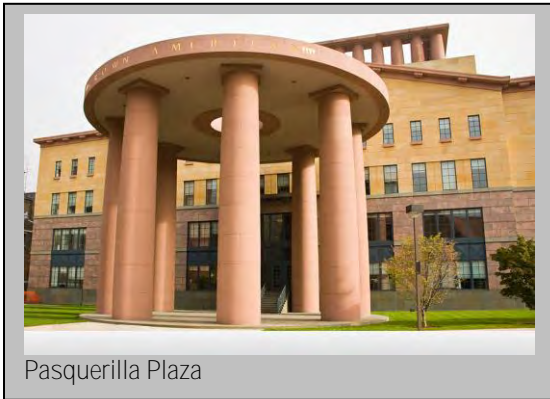
The building with the most amount of available space among the listings is the Penn Traffic Building, located at 319 Washington Street. This 5-story 186,000 SF building has 100,000 SF of Class B space available for a rent with a triple net lease, starting at \$14.00 per SF. The building offers on-site parking, modern upgrades, kitchenette and break rooms, a fitness room, and a security system with card access.

**Table 3. Sample Office Listings in Downtown Johnstown by Total Available Space, 2/2017**

Address	Class	Total Available SF	Building Size SF	Listed Rent	Lease Type	% Building Occupied	Date Listed	Description
<b>Penn Traffic Building</b> 319 Washington Street	B	100,000	185,650	\$14.00+	NNN	46.1%	6/16	3 spaces available in multi-tenant 5-story building built in 1908; tenants include federal and state government agencies with GSA as anchor tenant; same on-site management for more than 25 years; 115 on-site parking spaces; significant modern upgrades; acoustical ceilings, modern lighting, carpeted floors, and mini blinds; kitchenette and break room on each floor; fitness facility; safety and security system with card access; downtown location.
<b>Commerce Center</b> 1001-1027 Broad Street	B	17,000	327,000	Neg.	NNN	94.8%	12/16	Property consists of six buildings containing professional office and light manufacturing space; flexible space offered as furnished or unfurnished; on-site parking; security-controlled access; on-site atrium and café; on-site fitness and daycare center; high visibility; located a mile from downtown.
<b>Pasquerilla Plaza</b> Franklin & Vine Street	A	12,300	134,270	\$20.00	NNN	90.8%		Two spaces available in one of downtown Johnstown's most state-of-the-art buildings; large windows; carpeting; parking available in adjacent garage; build-to-suit.
422 Main Street	B	3,794	3,794	\$9.92	NNN	0.0%		Two beautiful and affordable spaces available for lease; units are on second floor of new Event Center (former McCrory Building); central air and carpet; parking available in municipal garage or on-street; downtown location.
344 Walnut Street	B	1,075	5,500	\$11.16	NNN	80.5%	1/16	First floor space; beautifully renovated; off-street parking available; co-tenants are attorney and architects; downtown location.
339 Main Street	B	1,000	3,000	\$14.40	NNN	66.7%		Space available in the State Farm building; central air; parking; close to transportation; downtown location.
<b>ITSI Biosciences</b> 633 Napoleon Street	B	988	10,000	\$8.50	NNN	90.1%	6/16	2nd floor space available in Biotech Building in downtown tech zone; nice lobby; secure building; common areas; elevator; plenty of off-street parking; tenant to finish to suit; downtown location.

Source: LoopNet, City of Johnstown, JARI

The largest building with space available for rent is the Commerce Center on Broad Street in Cambria City. With 17,000 SF available for a negotiable rent, this building is almost 95% occupied. This property consists of six buildings that contain both Class B office and light manufacturing space. Features include flexible furnished space, on-site parking, an atrium and café, on-site fitness and daycare center, and proximity to the arts and cultural amenities of Cambria City.



Pasquerilla Plaza

Downtown's only Class A building with space currently for rent is Pasquerilla Plaza, located at Franklin and Vine Streets. This 134,000 SF building is listed as having two spaces available totaling 12,300 SF. Offered for \$20.00 per SF with a triple-net lease, this build-to-suit space is located in one of Johnstown's most state-of-the-art buildings with large windows, carpeting, and off-street parking in an adjacent garage. The building is more than 90% occupied.

Several other office buildings of all sizes in downtown Johnstown are advertised as well. The new Event Center in the former McCrory Building at 422 Main Street has almost 3,800 SF of Class B space for rent in two spaces for \$9.92 per SF with a NNN lease. This space offers central air and off-street parking on a municipal garage. Also available on Main Street is 1,750 SF of Class B space in the State Farm Building. At \$14.40 per SF for a triple net lease, this space is on the higher end of the rent spectrum for downtown Johnstown. The building also has central air, carpet, on off-street parking.



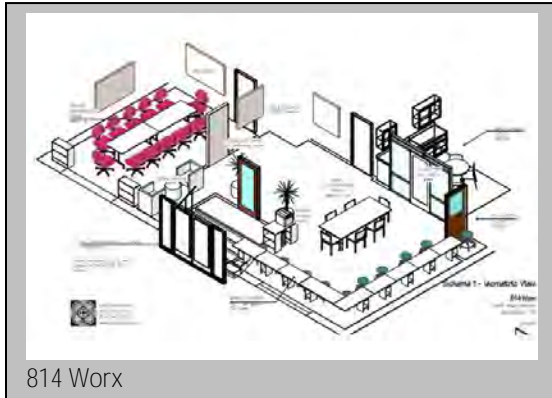
Johnstown Innovation Center

On the same block, at 321 Main Street, the Seifert Professional Building has 30,000 SF available for rent. Other similarly large spaces are available downtown as well. The Johnstown Innovation Center at 225-227 Franklin Street as 22,000 SF of space listed for rent. At 307 Vine Street, in the former Red Cross Building, 37,000 SF of space is available. The First Commonwealth Bank Building at 1047 Franklin Street has 5,000 SF available.

Smaller spaces exist downtown as well. The ITSI Biosciences building at 633 Napoleon Street in the downtown tech zone is a newer 10,000 SF building with just under 1,000 SF available for rent at \$8.50 per SF for a NNN lease (with tenant fit-out). This building offers a nice lobby, elevator, and off-street parking. Other small office space available includes 486 SF at 132 Gazebo Park, and 750 SF at 207 ½ Market Street.



Overall, according to LoopNet, the average asking rental rate per SF per year for office properties in Johnstown (as of June 2016) was \$10.70. This represents an increase of 3.3% compared to the prior 3 months, with a similar 3% increase year-over-year. Compared to average rents in Cambria County, this average rent for downtown Johnstown is 1.4% higher.



In addition to traditional office space, downtown Johnstown is about to get its first co-working space in the first quarter of 2017. Called 814 Worx, the space located in the Feeder Canal Building at 647 Main Street will provide work stations in an open environment through a multitude of affordable membership types, including daily and monthly. Multiple-month and business memberships are available as well. Unique features of 814 Worx include a break room, conference room for rent, locally-sourced coffee, high-speed internet, 24-hour access, and events that will encourage professional networking and collaboration among peer professionals.

### Office Market Potential

Among the advertised traditional office spaces for rent in and around downtown Johnstown, there is upwards of 378,000 SF of vacant space available. According to real estate professionals, more than 900,000 SF of vacant office space exists downtown, much of it uninhabitable without significant investment. There does not appear to be any patterns of space availability based on building type, location, or asking rent. At the same time, 814 Worx – a new co-working space to become available in the coming weeks – represents an untested market for office space in downtown Johnstown since nothing like it has existed before. As a result of these market conditions - demonstrating both a lack of notable demand for traditional office use and an uncertain demand for co-working space downtown - **neither speculative traditional office nor additional creative office/co-sharing space are recommended for the train station in the near term.**

## Hotel Market

The hotel market analysis area for a potential Johnstown train station hotel focuses on a competitive trade area that extends approximately six miles from the train station toward Richland Township and the hotels located there at exits of US 219. There are currently two competitive hotels located in downtown Johnstown - the Holiday Inn and the Econo Lodge. There are also five other properties located about six miles away at three exits of US 219. Together, these seven hotel properties have a total of 613 rooms. Two other properties (one downtown and one in Richland) with 145 rooms were excluded from the analysis as they are budget-priced and of a quality not likely to compete with a new facility located at the train station.

The seven hotels that are appropriate for comparative market analysis include:

- three “Upper Midscale” hotels with 322 rooms - the Holiday Inn in Downtown; the Hampton Inn in Richland; and the recently-opened (November 2016) Holiday Inn Express in Richland;
- two “Midscale” properties with 177 rooms - the Quality Inn and the Sleep Inn in Richland; and
- two “Economy” properties with 114 rooms - the Econo Lodge downtown and the Super 8 in Richland.

These seven hotels encompass a total of 613 rooms. As noted above, the Holiday Inn Express recently opened; the Holiday Inn Downtown opened in 1973, but has been routinely modernized. The remaining five hotels opened in the 1990s.

Using Smith Travel Research as the source, we obtained data on these seven hotel properties. In total, hotel room demand in this

study area grew from a low of 96,026 in 2013 to 111,470 in 2016, a total growth of 16% in those three years (see **Table 4**). Room supply during that period was stable with 520 rooms in six properties - at total of 189,800 room-nights, until the introduction of the 93-room Holiday Inn Express in November, 2016. As a result, occupancy grew from 50.6% to 57.0% and the average room rate increased from \$92 to \$105. Average annual growth in room-night demand during that period was 5.1%.



**Table 4. Johnstown Trade Area Hotel Performance**

Year	Supply (Room Nights)	Demand (Room Nights)	% Occupancy	Average Room Rate
2010	189,800	106,603	56.2	\$83.36
2011	189,800	107,193	56.5	\$85.15
2012	189,800	99,631	52.5	\$88.19
2013	189,800	96,026	50.6	\$91.71
2014	189,800	98,410	51.8	\$94.83
2015	189,800	106,362	56.0	\$101.65
2016	195,473	111,470	57.0	\$104.86
2017	223,745	117,200	52.4	

Source: STR Global, Urban Partners

Extrapolating that 5.1% growth to 2017 and adjusting for a full year of room supply from the Holiday Inn Express, we anticipate total demand for 2017 of 117,200 room-nights and about 52.4% overall occupancy based on a supply of 223,745 room nights.

#### Hotel Potential

If this 5.1% annual growth in hotel demand continues for several years, overall occupancy may exceed 60% by 2020 or 2021. This might provide the potential for addition of another hotel property at that time. However, in the near term, **it appears that absorption of the recently-opened Holiday Inn Express will preclude the addition of a new hotel property at the train station.**



## Entertainment Market

Urban Partners also examined the opportunity for the market in and around Johnstown to support entertainment venues at or near the Johnstown train station, specifically bowling centers and movie theaters. For this exercise, we researched venues in the area currently providing potential competition for such potential new uses at the station.

### Bowling Center

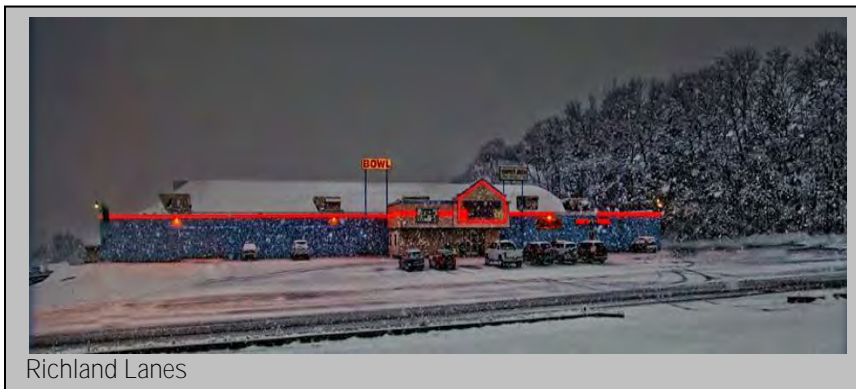
Within 15 miles of the train station there are two bowling centers containing a total of 60 lanes (see **Table 5**). These centers are both located southeast of downtown Johnstown; Richland Lanes is in Richland Township, and Zips Classic Lanes is in Geistown Borough about a mile to the north. A third bowling center, Westmont Lanes, formerly located in Westmont Plaza, closed in May of 2016.

**Table 5. Bowling Centers Located Within 15 miles of the Johnstown Train Station**

Bowling Center Name	Address	Street	Municipality	# of Lanes
Richland Lanes	1140	Frances Street	Richland	40
Zips Classic Lanes	645	Lamberd Avenue	Geistown	20

Source: Google Maps

According to study conducted by Hansell & Associates, experts in the bowling industry, there were approximately 4,800 bowling centers with about 100,000 lanes operating in the United States in 2012, when the count was last taken. Based on U.S. population, this amounts to a standard of approximately 1 bowling lane per 3,150 people. According to the Census, the estimated 2015 population of the area encompassing a fifteen-mile radius from the Johnstown train station is 132,935. Under the bowling lane per capita standard, this area would provide sufficient demand to support 42 lanes, 18 less than the current supply of 60.



Richland Lanes

## Bowling Center Potential

Based on this analysis and considering current conditions, it appears that the area encompassing a 15-mile radius, including downtown Johnstown, does not have sufficient demand to support an additional bowling center, highlighted by the fact that one center recently closed. **Therefore, a bowling center is not a recommended use for the train station.**

## Movie Theater

As part of the entertainment market analysis, we also examined the potential for a small movie theater to be housed in or around the Johnstown train station. Within 15 miles of the station there are three movie theaters containing a total of just 13 screens (see **Table 6**). Two of the theaters – Richland Cinemas and the Silver Drive-In are located southeast of downtown Johnstown in Richland Township. The drive-in is seasonal and has just one screen, while Richland Cinemas is a regionally-drawing 10-screen theater. The third theater is the Westwood Plaza Theatre & Café, a small two-screen theater that serves sit-down food and drink with a full menu creating a simultaneous “dinner and a movie” theme.

**Table 6. Movie Theaters Located Within 15 miles of the Johnstown Train Station**

Theater Name	Address	Street	Municipality	# of Screens
Richland Cinemas	420	Theatre Drive	Richland	10
Westwood Plaza Theatre & Café	1910	Minno Drive	Lower Yoder	2
Silver Drive-In	1664	Scalp Avenue	Richland	1

Source: Google Maps

Based on data from the National Association of Theatre Owners, there was one movie screen per 8,065 population in the United States in 2012. According to the Census, the estimated 2015 population of the area encompassing a fifteen-mile radius from the Johnstown train station is 132,935. Under the screen per capita standard, this area would provide sufficient demand to support 16 screens, three more than the current supply of 13.



## Movie Theater Potential

Based on this analysis, **it appears that the area encompassing a 15-mile radius of the train station, including downtown Johnstown, does have sufficient demand to support an additional three movie screens.** Given the size of the train station, it would have to be a relatively small theater. There is potential for the theater to operate in conjunction with a restaurant in the station, similar to the theme at the Westwood Plaza Theatre, though with a different menu. It is also possible that the theater could be shared with a culinary school concept (see section below), where the space could be used for cooking classes or lectures.

## Institutional Uses

In addition to its use for commercial and residential purposes, Urban Partners examined opportunities for various institutional users to occupy space at the Johnstown train station in some fashion. Such potential users we considered include Duke LifePoint, the University of Pittsburgh-Johnstown, and Pennsylvania Highlands Community College.

### Hospital

Duke LifePoint, the for-profit owner of the former non-profit Conemaugh Health System, operates the hospital's large downtown Lee Campus just blocks from the train station. The hospital owns most of the vacant property across Walnut Street from the train station and uses it as employee parking. The 350 parking spaces far exceed the hospital's parking needs and the lots remain largely unused. At the same time, Duke LifePoint is heavily investing in its new Richland and Ebensburg facilities as well as its main campus on Franklin Street outside of downtown.

### Health Facilities Use Potential

While the Lee Campus will remain an important component of Duke LifePoint's Johnstown system, it has no immediate plans to invest or expand its reach downtown. **As a result, there is no interest in the station for health facilities use at this time.** However, it appears there is potential for the hospital to divest in the parking lots across from the station by selling the property. This could create significant future development opportunities in conjunction with a rehabilitated train station.

### University/College

The University of Pittsburgh-Johnstown operates its self-contained campus in Richland Township. Pitt-Johnstown has discussed creating a downtown presence in the past, and it remains open to the concept. The university runs an entrepreneur program and is interested in creating an incubator space. While this or a graduate program could be a downtown opportunity for the university, there are no concrete future plans for such an investment. In the meantime, the university is pursuing improved connections to downtown from the campus through a trail project.

Pennsylvania Highlands Community College also operates its campus in Richland Township, adjacent to Pitt-Johnstown's campus. Penn Highlands was originally located downtown before relocating to its current campus in the 1990s. The college is currently considering a downtown location on Main Street to serve as a counseling center for prospective students. At the same

time, Penn Highlands is considering reinstating its currently-suspended culinary arts program. College executives feel there is a need in the area to train chefs for high quality restaurants, offering potential for the program to return to the college.

#### University/College Use Potential

While there is no immediate opportunity for Pitt-Johnstown to occupy a portion of the Johnstown train station, representatives of Pennsylvania Highlands Community College expressed an interest in the train station for a reinstated culinary school. **Therefore, it appears that a culinary school for Penn Highlands could be a potentially viable use alternative for the train station**, particularly in conjunction with a full-service restaurant and/or café located in the station.

## Logistics/Greyhound Service

Urban Partners also examined the potential for the Johnstown train station to accommodate an additional transportation mode – Greyhound bus service – to supplement its function as an Amtrak station. This would involve moving Greyhound’s existing location for boarding and disembarking from Clinton Street in front of Flood City Café, around the corner from the Cambria County Transit Authority’s (CamTran) Transit Center, to the train station. A contacted Greyhound operations representative reported that there could be both advantages and disadvantages to such a move.

Currently, Johnstown is considered an e-ticket location for Greyhound; there is no conductor or ticket agent located in Johnstown. Moving Greyhound service to the station could create an opportunity for a full-service operation to be established in Johnstown that currently does not exist. This could involve handling tickets and shipping parcels as part of Greyhound’s Package Express service. Greyhound also prefers to have services for its passengers located in or close to the station. A revitalized train station with several new food service options would lend itself well to accommodating Greyhound (and Amtrak) passengers in this way. Also, a portion of the underutilized parking area across the street from the train station could easily accommodate additional passengers generated by Greyhound. Finally, Greyhound has a history of co-locating with Amtrak in transportation facilities and has a good relationship with the agency, so there is precedence for this sort of arrangement.

The primary challenge of moving Greyhound service from the current transit center-adjacent site to the train station is the station’s decentralized location. The transit center is the hub of the CamTran system in Johnstown, located in the center of downtown. A large percentage of Greyhound passengers reportedly use public transit to access Greyhound service. Moving Greyhound service to the train station would separate it from this hub, potentially causing an inconvenience for its passengers and decreasing ridership. However, the existing Route 18 Downtown Shuttle currently connects the transit center to the train station in ten minutes during limited hours, so Greyhound passengers could use this service to make the connection when it is operating. Enhanced Downtown Shuttle service to accommodate bus and train departures and arrivals would help alleviate connection challenges.

### Greyhound Service Potential

Based on this feedback, there are both opportunities and challenges associated with moving Greyhound service from

Clinton Street near the transit center to the Johnstown train station. However, if the primary challenge of connecting transit passengers to the train station can be overcome through enhanced shuttle service, **the benefits of moving Greyhound service from the transit center to the train station could be significant.**

# **Appendix B: Site Condition Analysis Technical Memorandum**



# Johnstown Train Station

## Reuse Study



## SITE CONDITION ANALYSIS

### Technical Memorandum

**PREPARED BY: KSK ARCHITECTS PLANNERS HISTORIANS**  
**FEBRUARY 2017**

WO# 3

E03693 Transit Oriented Development, Bike/Ped, Land Use, Sustainable  
Communities, & Complete Streets Open End

DRAFT DELIVERABLES TASK 1.1



URBAN PARTNERS

## Site Conditions Analysis

The Johnstown Train Station, located at 47 Walnut Street in Johnstown, PA was completed in 1916 to a design by Kenneth Mackenzie Murchison, a New York City architect noted for his work on the Delaware Lackawanna Station in Hoboken, NJ and Pennsylvania Station in Baltimore, MD. The building has been determined to be eligible for the National Register of Historic Places. The station has been documented by the Historic American Building Survey (HABS) Johnstown Area Heritage Association who took ownership of the building in 2010.

The site conditions analysis below is intended to identify the factors and elements at the building that may play a role in its reuse and redevelopment.

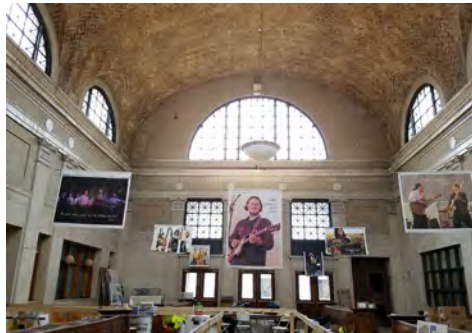
## General Description - Building Parti - Layout.

The Johnstown Train Station building is composed of three primary structures; the Main Building, the Baggage/Express Building, and the Garage. See Plan Drawing.

The Main Building is modeled after ancient Roman Basilicas, featuring a two-story base with a soaring central Waiting Room visible on the outside as a clerestory. The Amtrak Concourse to the west is two stories high, originally opened directly to the Waiting Room, and leads directly from Walnut street to the Amtrak tunnel. The wall along the east side of the Waiting



SOUTH FACADE



MAIN HALL WAITING ROOM



EAST INTERIOR WALL WITH OLD TICKET WINDOW

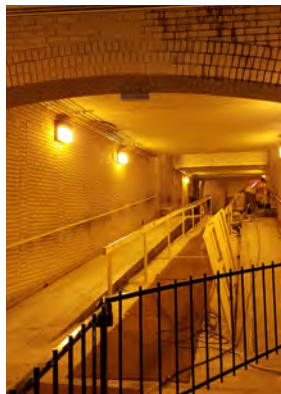
The Main Building retains its three major entrances; the main entrance is by way of three double doors under a shallow portico on Walnut Street. The “Amtrak Entrance” (Amtrak’s lease area is limited strictly to those areas required for its operation, and so does not include the original Waiting Room or vehicular entrance area) is to the west of the main entrance, and consists of two single doors and a vestibule. A vehicular drop off entrance with canopy is to the east, off the small parking lot.



MAIN ENTRANCE



VEHICULAR DROP OFF



ACCESS TUNNEL

Amtrak is currently undertaking a substantial program of upgrades to the building intended to provide a fully accessible facility. They

on Walnut Street, installing a long accessibility ramp up to an accessible ticket window, creating accessible restrooms, building a compliant ramp in the access tunnel, and making upgrades to the elevator and platform.





BAGGAGE/EXPRESS BUILDING EXTERIOR

The Baggage/Express Building was built at the same time as the Main Building. It is a much humbler

shed, its primary architectural features are the wood 'garage' south wall at the loading dock, the loading dock itself, and the canopy above. On the interior, the Baggage/Express Building is essentially an open, utilitarian space

brick walls. One continuous brick wall runs north-south and divides the space into three bays on the east side and two bays on the west.

### Amtrak

operations extend into this space in the form of CMU walls that carve out space for the new ticket window and a small baggage area. Note that the raised loading dock extends into both the Baggage and the Express Rooms, running about 4 feet deep along the entire length of the south (Walnut Street) side of the building. The rear, north wall of the building is a cast in place concrete retaining wall that holds back the track bed which is at the level above.



BAGGAGE/EXPRESS BUILDING CANOPY DETAIL



GARAGE BUILDING EXTERIOR FACADE

The Garage was built later, as an addition to the Baggage/Express Building. It is also a 1-story shed connected by large openings within the shared wall with the Express Room. It is approximately 18

feet wide that would have accommodated a fork lift truck but is too steep to provide accessibility. Like the Baggage/Express Building, on the interior the Garage is essentially an open, utilitarian space with

brick walls. The south wall features a large overhead garage door, that allows vehicular access to the interior. The large opening was originally

located above the opening. The rear, north wall of the building is a cast in place concrete retaining wall that holds back the track bed which is at the level above.

# Horizontal and Vertical Circulation

building was originally intended to be moved through. Almost all spaces are reachable directly from the main waiting room or by way of a corridor directly off the Main waiting room. The only substantial

main waiting room and the Amtrak entrance corridor, which acts to separate the two functions.

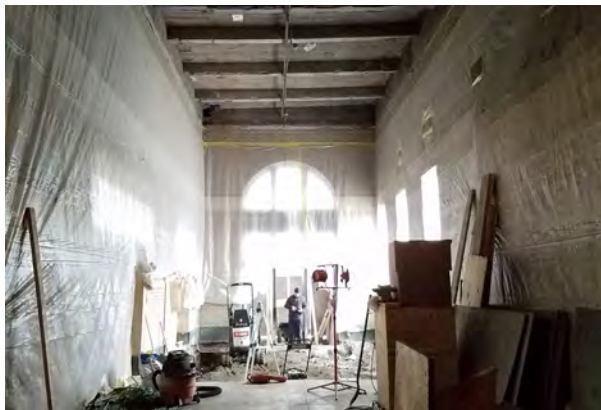


ALUMINUM AND GLASS INFILL WINDOWS

Circulation between the Main Building and the Baggage/Express Building was always functional and never intended to be public.

new ramp in the Amtrak Concourse will determine where new connections must be made.

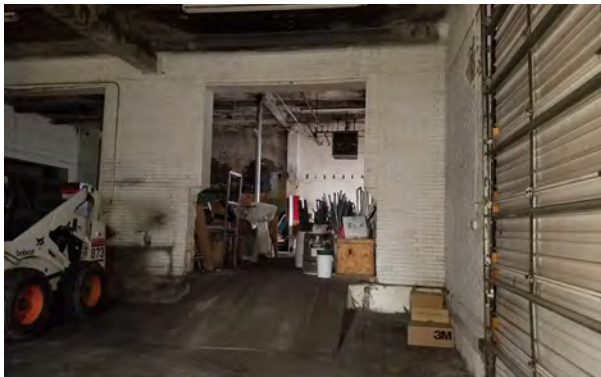
As discussed above, the Baggage/Express Building is all on one level except at the loading dock which is raised but drops a few steps between the Baggage and the Express Rooms.



AMTRAK CONCOURSE

The N-S wall that bisects the space to separate the Baggage Room from the Express Room does not appear to be structural, as the column bays and beams seem to be continuous. We believe that this wall can either be removed entirely, or be breached with large openings.

The Garage is open to the Express Room but passage is possible only in one bay, where a steep ramp accomplishes the 18 inch grade change. There is plenty of space to construct an accessible ramp.



CONNECTION BETWEEN GARAGE AND BAGGAGE BUILDING

A primary challenge to the reuse of the building will be the fact that many of the reuse scenarios for the building will require improving East-West circulation between the Waiting Room, across the Amtrak Concourse and into the Baggage Room, the Express Room, and the Garage



MAIN HALL WAITING ROOM LOOKING NORTH

demolishing existing masonry walls, to do so will create

using the Amtrak Concourse to traverse between the street and the access tunnel. We believe Amtrak can be convinced of the same.

The primary impediments to vertical circulation are the inadequate stairs as well as the absence of an elevator to



## Accessibility

Steps have been taken and are presently underway to make the Main Building accessible. Presently, the vehicular entrance is at grade and features a door opener and so is fully accessible.

As described above, Amtrak has underway a substantial project to improve accessibility to the passenger trains within the Main Building and access tunnel including; two accessible ramps, new restrooms, an accessible ticket counter, and improvements to the elevator and the platform.

raised loading dock that runs along its entire south façade, as well as the drop from the raised loading

A short section of the loading dock could be removed to accomplish accessibility to the Baggage Room, directly from the outside. But a better option might be to create an accessible entrance directly into the Garage, which is at grade, and then

Also, the Baggage Room is at the same level as the Main Building, so accessibility between those to structures is easily accomplished with some sensitive removals in the Amtrak Concourse.

An accessible path to accessible restrooms will be required in any reuse scenario.



ACCESSIBLE ACCESS TO SIDE WALK FROM PARKING LOT



ACCESSIBLE RAMP IN ACCESS TUNNEL

# Structure

The structure of the Main Building is masonry bearing walls supporting steel beams and cast-in-place

we suspect there are “steam tunnels” that supply the under-bench radiators in the Waiting room. We (the basement during the days we visited.) Sections of spalled concrete deck were noted but there is an ongoing structural repair project that has been halted for the season that is exposing and repairing water damaged steel beams and reinforcing.

The ceiling of the Waiting room is a barrel vault constructed using the patented and proprietary Guastavino structural tile system.<sup>1</sup> The system relied on fast setting cement which allowed the vault to be built without centering. The tile itself was typically laid up in three courses. The structural binder was often gypsum-rich which made the mortar easy to work and fast to cure, but also prone to dissolving when subjected to water. At the Johnstown Train Station, some joints appear to be open and there is staining on the surface of the tile work. The leaks do not appear to be active.



SECOND FLOOR CEILING - BEAMS ENCASED IN CONCRETE



CORNER OF VAULTED CEILING IN MAIN HALL WAITING AREA

The structural system at the Baggage/Express Building is concrete deck on concrete encased steel beams on steel columns. Water damage has caused limited and isolated deterioration to the concrete roof deck and some of the steel beams. Structural repair work appears to be under way in some locations but has been suspended for the season. There is seepage through the North concrete retaining wall in at least one location. A grid pattern was pressed into the concrete to provide traction.



COLUMN IN BAGGAGE/EXPRESS BUILDINGS



STEEL BEAM IN CONCRETE-BAGGAGE/EXPRESS BUILDING



REINFORCED CONCRETE BEAM IN GARAGE BUILDING

<sup>1</sup> In the late 19th and early 20th centuries, the Guastavino Company designed and built some of the most prominent masonry structures in the US including New York's Grand Central Station and St. John the Divine Cathedral as well as the Boston Public Library. Adapting a traditional Mediterranean vaulting method to the demands of installed structural masonry vaults in more than 1,000 major buildings across the country, including long-span domes for numerous government facilities, museums, and religious buildings. By 1910, the constructed vaulting on an industrial scale, with more than 100 projects under construction simultaneously.



The structural system at the Garage Building is concrete deck with a clear span on concrete encased steel beams which in turn support reinforced concrete beams. Where the reinforced concrete steel beams pocket into the wall, there are signs that some of the concrete has spalled away from rusting rebar, thus potentially affecting the structural capacity of the roof.

A grid pattern was pressed into the concrete to provide traction.

In general, the structural system of the Main Building appears to be quite sound, though further investigation of the tile vault has been recommended. There are isolated conditions at the Baggage/Express Building and the Garage that warrant further review. Please refer to the letter written by KSK that follows, outlining some immediate concerns we had after our site visit, as well as a follow up letter by structural engineers at HNTB.

## MEP Systems

### Mechanical System

The mechanical system for the three buildings is complicated. There does not appear to be air conditioning anywhere except in the T

The Waiting Room is heated by way of radiators under the benches in the center of the room. We noted radiators elsewhere in the Main Building but for the part the heat system in other parts of the building appears to have been abandoned.

The heating system in the Baggage/Express Building is by way of large gas space heaters suspended from above. These appear to be past their service lifetime. We did not note a heating system on the Garage Building.



SUSPENDED GAS HEATER IN BAGGAGE/EXPRESS BUILDING



ELECTRICAL SERVICE STATION IN BAGGAGE/EXPRESS BUILDING

### Electrical System

The electrical system in the Main Building appears to be sized adequately for present uses. Although we did note aging wiring and devices, there have been upgrades made in several locations as well. The electrical system in the Baggage/Express Building includes 3-phase service and is sized for light industrial usage. Several large panels indicate that the system has been added to at different times , the size of the service to the building is adequate.

### Plumbing System

New accessible restrooms are being constructed along the north wall of the Main Building. All new supply There are also existing restrooms within the Back Baggage Room but these are rather rudimentary, are not accessible, and may not be There is said to be a restroom off the T the door was locked during our visit.

# Building and Life Safety Code

Express Building.  
activated insulating (intumescent) paint.

Per the International Building Code (IBC 2009), a scenario under consideration such as a farmers' market with restaurant(s) attached might include three distinct Use Groups: A-2, Restaurant/Night Club; M, Farmers Market; and A-3, waiting areas in transportation terminals.

Construction Type IIA. Allowable Fire Areas would then be 15,500 sf for A-2 and A-3 uses and 21,500 sf for M uses.

, this would appear to suggest that sprinklers will not be required.

to prevent overly long travel distances, especially from the north side of the Baggage/Express and Garage buildings.



ONLY STAIR TO SECOND FLOOR

A further issue is that there is only one means of access and . Further, depending upon use, even that narrow single stair does not comply with minimum width requirements for an egress stair which is 36" clear for an occupancy load under 50 and 44" clear for an occupant sf, occupancy for a sit-down restaurant, calculated at 15 net sf per occupant, would be as many as 100 people. Business occupancy, calculated at 100 gross sf per occupant, would

different location. Use for a restaurant would require both.

Given the openness and public nature of the building, there may be code issues associated with the separation of uses, depending upon what the eventual uses are. This can usually

shutters that close automatically.



ABANDONED BAGGAGE TUNNEL

The abandoned tunnel that was previously used to move construction such as a rated door and partition.

In the next stages of the project, when more detailed reuse programs and layouts are developed, we will revisit the

each scenario.



## Hazardous Materials

We raise these issues as concerns. We are not Hazardous Materials experts nor did our survey focus on hazardous materials.

W  
asbestos, if it hasn't been already.

A building survey should be conducted for apparent suspect asbestos-containing materials and lead-based paint in areas of the station slated for future renovation or repairs.

## Energy Consumption and Sustainability

stewardship. W

Windows have no thermal improvements.

well to solar panels, depending upon what is planned for the lots across the street.

New heating and cooling systems, and changes to the electrical system, must take into account energy consumption.



INTERIOR WINDOW



EXTERIOR WINDOW



TRANSOM WINDOW OVER ENTRANCE

## Preservation Issues

All alterations and rehabilitation to the building should conform to the Secretary of the Interiors' Standards and Guidelines for the Treatment of Historic Properties. The building's features, elements, and components that contribute to the building's retained, along with a brief description of recommended treatment, are as follows:



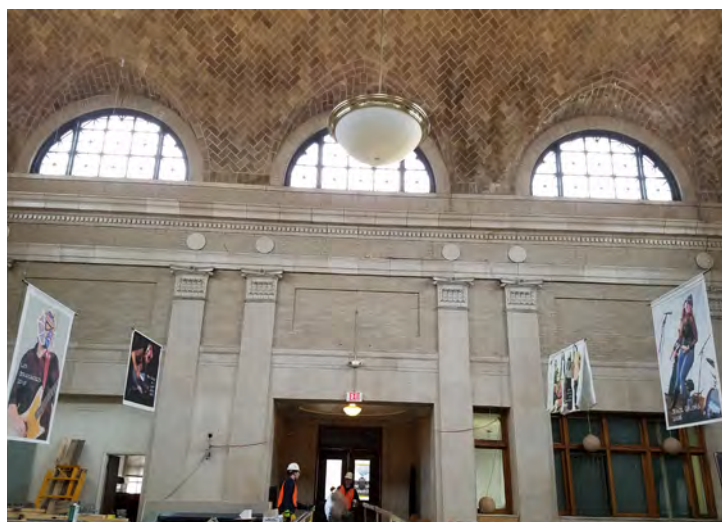
DAMAGED BRICK



DAMAGED CANOPY AT COLUMN



SUGARING STONE AT GRANITE BASE



INTERIOR WALL MAIN HALL WAITING ROOM



GLAZED TERRACOTTA DETAILING

### Main Building Exterior

Brick masonry. Brick was severely damaged through overcleaning in the past. Monitor and possibly apply sealer or consolidant. Spot repoint to close open masonry joints.

Limestone masonry. Clean and repoint open joints.

Repoint 100%.

Wood Windows. Re-putty, prep, and paint. Replace glass that was sandblasted during aggressive cleaning. Consider thermal improvements such as interior thermal sash.

Canopy. Structural repair and repair underside. Steel door and Window Surrounds. Repair and repaint.

### Main Building Interior

The marble walls and pilasters appear to have been overcleaned and have lost their gloss. The original gloss can be returned using a stone

elements from the column capitals up appear to be glazed terracotta. Clean using gentlest effective means. Clean and spot repoint brick panels.

Waiting room tile ceiling. Repoint joints and clean surface.

. Restore and clean.





INTERIOR WALL MAIN HALL WAITING ROOM

Waiting Room wood elements. Clean and spot  
 Replace horizontal grates.

W

At Amtrak Concourse, clean brick walls and



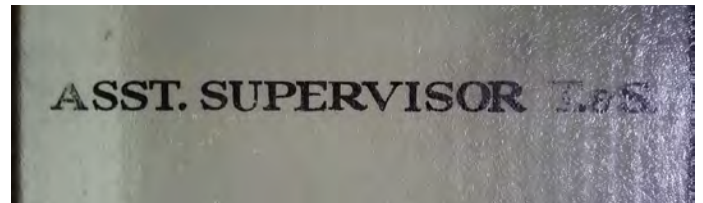
WOOD OFFICE DOOR



ENFILADE ROOM CONFIGURATION

painted signage.

, restore T



OFFICE DOOR DETAIL

**Baggage/Express Building Exterior**

Brick walls. Spot repoint

Loading Dock Canopy. Restore wood roof deck.

Replace metal roof. Retain brackets.

Loading dock. Repair concrete walking surface.

Restore steel bumper.

Restore wood vertical folding garage doors to operating condition.

**Baggage/Express Building Interior**

Steel column capitals. Retain.

**Garage Building Exterior**

Brick Walls. Repoint.

W

Replicate.

**Garage Building Interior**

NA



VERTICAL FOLDING GARAGE DOOR

## **Appendix C: Meeting Minutes and Supporting Materials**

# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Renee Daly, Director of Community and Economic Development, City of Johnstown  
January 6, 2017

The City is hoping to increase Amtrak service to three trains in each direction daily. Amtrak shares the right-of-way with CSX, which owns the track.

The hospital (Conemaugh Memorial – Lee Campus, now owned by Duke Lifepoint) owns most of the land across Walnut Street from the station and uses it for employee parking.

Reuse ideas:

- Visitors'/welcome center – CVB?
- Indoor farmers market
  - o Seniors who live downtown could use vouchers at market
  - o City hosts two outdoor markets in the summer
- Restaurant/bar
- Microbrewery

There are 19 restaurants downtown currently.

JAHA owns the train station (it is the first time it has had local ownership).

The Gas Park is not promoted regularly.

- JAHA is trying to increase use and activity
- City would like to see more programming at the park

The baseball stadium is underutilized as well.

A new co-working space has recently come on-line.

- An initiative of Vision 2025
- Space in the Feeder Canal Building
- Initiated by Ethan Stewart

Bottleworks in Cambria City is Johnstown's premier arts center, with galleries, studios, etc. Cambria City is the city's art epicenter and the City treads lightly with the arts to encourage its growth. Promoting something too arts-related in the station could start to dilute the scene.

The Cambria Iron Trail which connects Cambria City to the Path of the Flood Trail goes right in front of the station. Reuse concepts could tie into recreation.

# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Mike Kane, Executive Director, Community Foundation for the Alleghenies

January 6, 2017

The Foundation provided a local match to the station reuse study.

Norfolk Southern uses the rail in front of the station; it is a very active line. The station accommodates about 40,000 passengers per year for Amtrak service. There are efforts to increase daily train service.

There are very few amenities around the station.

Reuse ideas:

- Visitors' center
  - Good location because of history
  - Could be a gateway for other activities
- Trailhead for future 9/11 Trail
  - National Park Service would likely support this
- Restaurant
- Coffee shop
- Trail-related businesses
- Entrepreneur space
- Arts use (galleries, studio space)
- Light industrial?
- Partnerships with area colleges

There is 3,000,000 SF of office space available; 1,000,000 SF is inhabitable. Johnstown has little to no Class A space.

Gas Park:

- The Foundation supports the park with funding.
- The park needs to be programmed more.
- It could tie in nicely with the reuse of the station.

The station area could be come an entertainmant district.

Most of the parking area across the street is a single owner – the hospital. The hospital is now for-profit and may be looking to sell off most of it since it is underutilized.

# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Mark Pasquerilla, Chairman, Johnstown Regional Partnership

January 6, 2017

Any use for the station needs to be realistic.

Reuse ideas:

- Anything of a food nature
  - Alcohol would likely be necessary for success
  - A chain should be considered
  - Consider an operator from Pittsburgh with experience (Nick Jacobs is a broker)
  - Di Salvo's is a restaurant in the Latrobe station – possibly a model
  - Pop-up restaurant?
- Microbrewery?
  - Johnstown used to have a microbrewery called The Brewery
  - Brad Clemenson knows more about it
- Visitors' bureau
  - National Park Service would likely support this
- Office upstairs?
- Entrepreneur/incubator space
  - Would this work in terms of cash flow?
- Green market/fresh market

Local entrepreneurs could potentially find upfront costs and rent prohibitive. Subsidies may be necessary.

PennDOT says the full rehabilitation will cost \$8,000,000. Is there a way to reduce the investment/cost that's more suitable to the Johnstown market?

# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Ethan Imhoff, Executive Director, Cambria County Planning Commission

January 11, 2017

Cambria County Planning Commission has no direct involvement in the station but would like to see its successful reuse. The Planning Commission has been in contact with Richard Burkert about the station.

There may need to be a visitor's center component – a request from a donor.

Reuse ideas:

- Microbrewery?
  - Johnstown is the largest town without a brewery
  - There was a brewery but it closed because the owners lost interest in running the business
  - There is a man interested in opening a brewery – he tried near Ebensburg but could not get approval because of zoning
  - St. Francis University has a fermentation science program from which this could potentially launch
- Other restaurant
  - Press has been successful
- Residential development
  - There have been some small 5 to 10-unit developments that have been successful
- Entrepreneurial space?
  - Creator Square is already happening for artists
  - There's a shared office space project underway as well

Johnstown does not have a cohesive economic development agenda. The City has limited staff capacity and financial resources.



# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Katie Kinka, Community and Economic Development Program Manager, Southern Alleghenies Planning and Development Commission  
January 13, 2017

Katie lives downtown. She says safety is not an issue.

Reuse ideas:

- Residential
  - There seems to be a lack of units; downtown apartments are not well-advertised
  - The American Eagle Press Building has a couple of units above retail
  - Loft units exist above Flood City Café
  - Outside of CBD are some duplexes
  - Rents - 2 BR: \$700-\$950, 1 BR: \$600
- Restaurant
  - Downtown desperately needs a good restaurant
- Entertainment
  - There needs to be more indoor activities geared toward Millennials
  - The owners of Flood City Café started an “escape room”
  - Brewcade?
  - Unique bowling alley?
  - There’s a dodgeball/beer pong league starting called Johnstown Social
- Co-working space?
  - Shared office space is opening in the Feeder Canal Building

SAPDC helps with state and federal funding for projects.

- Conrad Building: helped with rehab costs
- Park View Building: helped secure EDA funding for shared artist space
- Greenway Hub: paid for downtown trail connections
- Helped fund a shared commercial kitchen

The Business Development Division helps fund start-up costs for private businesses.

# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Brad Clemenson, Lift Johnstown

January 17, 2017

Brad is coordinating trail usage throughout Johnstown. He is on several boards of local trail groups.

The September 11<sup>th</sup> Trail Alliance is extending the 9/11 trail from the Flight 93 Memorial to Johnstown.

Cambria County Conservation & Recreation Authority was awarded a \$170,000 grant for an urban trail connectivity project: Jim Mayer Trail to downtown and connect with Path of Flood Trail and the Connemaugh Gap Trail

Mapped out how trails could go through city.

There is an effort to replace the concrete channels with grass that could accommodate trails. A hydrology study is needed first.

The Path of the Flood Trail will have an on-street section along Washington Avenue that passes near the trail station. A trail head at the station could serve users of the trail. This would bring people to downtown Johnstown.

Amtrak allows bicycles on some train lines with reservations. There is an effort to allow this for the Pennsylvanian line.

### Reuse ideas:

- Visitor's center/trail head
- Bike rental/recreation outfitter
  - People could rent bikes in Johnstown and ride to the 9/11 Memorial National Park
- Restaurant/Brewpub
  - There was interest at one time for a brewpub at the station
  - Brad suggested the station and a concept was sketched
  - There was concern about a restaurant in the concourse
  - Restaurant in the baggage area and events in the concourse?
  - Press Bistro owners are starting a brewpub at a building they purchased behind their restaurant
  - It might be challenging to have two brewpubs downtown
  - There used to be one and it closed
  - Greensburg and Latrobe both have restaurants in their stations – Greensburg's was once a brewpub called Red Star Brewing
- Warehouse space
  - Baggage area could continue as storage but not ideal
  - Some income is better than none
- Farmers market
  - The baggage area could house a market with a variety of vendors similar to Reading Terminal in Philadelphia

- Retail

- Though not ideal, something like a Dollar General would likely fit in the building and do well in that location

For the restaurant use, maybe an RFP process would help attract and vet the right operator. The restaurant at the top of the incline used that process. CamTran put out an RFP for an operator and selected a local restaurateur.

Brad has created a one-page flyer to help market the station as a viable site.

## **Johnstown Train Station Reuse Study**

### Stakeholder Interview Notes

Tammy Lorraine Barbin, Executive Director of Community and Public Relations, Pitt-Johnstown

January 19, 2017

Pitt-Johnstown is pursuing a trail project to connect the university with downtown Johnstown.

Part of the university's strategic plan is community engagement.

There has been discussion of creating a downtown university presence.

The university has an entrepreneur program and would be interested in creating an incubator space; possibly a graduate program downtown?

60% of students live on campus/40% off. Many of the off-campus students live in buildings very close to campus. 70% of student enrollment comes from the 5-county area nearby, including Allegheny.

Tammy's husband, Bryan Barbin – a state representative, is working toward getting increased Amtrack service at the train station. This would provide improved transportation opportunities for university students getting to/from Johnstown.

Creative Square is the downtown maker space underway with space and studios for artists and designers.

Reuse ideas:

- Restaurant

# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Barry Gallagher, Johnstown Planning Commission, Realtor

Barry Polster, PLANalysis and former Johnstown Planning Director

January 20, 2017

An underlying goal is historic preservation.

Additional train service to Pittsburgh is being pursued. This would be a game-changer for Johnstown and the station.

Bridge to Pittsburgh is an initiative in Johnstown to promote its available office space to users in Pittsburgh seeking affordable space.

Reuse ideas:

- Visitor's center
  - The existing welcome center is hidden and underutilized
- Hotel could be a good use
  - There was a prior plan for an entertainment complex in the area across from the station
  - A hotel/conference center was proposed for that area as well
- Industrial is not a good use for the area
  - It wouldn't bring vibrancy to the station
  - There is plenty of vacant downtown space that could house a light industrial use
- Office is not a good use
  - The office market is fairly weak
  - There is over 600,000 SF of vacant office space downtown
  - Any office space at the station would have to be special to attract a tenant
  - Office co-sharing space underway by Ethan Stewart in the Feeder Canal Building

The Redevelopment Authority will likely be a much more active agency and development arm. Until recently it has focused mainly on sewer issues.

The Chamber of Commerce will likely be more active as well.

The City doesn't have a planning staff due to budgetary constraints.

# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Linda Thomson, President, JARI

January 20, 2017

### Reuse ideas:

- Year-round farmers market
  - There's interest/support from the local business sector for this type of market downtown
  - The question has been where to put it
  - A butcher, poultry vendor, and fish vendor would be key elements
  - Send out RFP to attract butcher, etc?
  - An attempt should be to keep it local
  - How would it operate? What would be the ownership structure?
- Visitor Center?
  - Not at the station
  - An outpost somewhere else downtown would be a good idea
- Office?
  - Any office space at the station would have to be special to attract a tenant
  - It would have to offer smaller spaces ranging from 500 SF to 2,000 SF
  - There's little market for the large office spaces currently offered downtown
  - The Commerce Center on Broad Street in Cambria City, for example, would be better for back office use
  - There's very little move in-ready Class A space in downtown Johnstown
- A mixed-use function would be ideal
- Restaurant
  - You'd need a good chef to make it successful
  - Chris Snee – executive chef at the Holiday Inn
  - Crown America is looking to establish another restaurant
  - Chef Joe at the convention center is another excellent chef
  - Asiago's is the successful restaurant at the top of the incline; the owner is Rick McQuiad from Pittsburgh
- Hotel?

How can Johnstown better capture wealthy visitors from Pittsburgh and DC?

- Angel investors in Johnstown initiatives?

## **Johnstown Train Station Reuse Study**

### Stakeholder Interview Notes

Walter Asonovich, President, Pennsylvania Highlands Community College

Melissa Murray, Associate VP of External Affairs

Trish Corle, VP of Student Services

Lorraine Donahue, VP of Finance and Administration

January 20, 2017

Penn Highlands Community College is looking at a downtown Johnstown location on Main Street.

The college is establishing a downtown presence to capture the low-income population that cannot easily make it up to the main campus. The downtown location would offer some classes but also serve as a triage center to offer counseling for prospective students.

PHCC had a culinary arts program but it's currently in suspension.

The school feels there is an opportunity to have a presence at the station in the form of a culinary school.

There is a need in the area to train chefs for high quality restaurants.

Students could prepare food to also be served at a station restaurant and café.

# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Melissa Komar, Executive Director, Johnstown Redevelopment Authority

January 20, 2017

The Redevelopment Authority has been discussing the lots across from the station. Generally they don't tend to acquire properties that have an uncertain future but since the parcels across from the station are vacant lots, they would consider purchasing them to control the future development.

Reuse ideas:

- Farmers market
  - Food, yes
  - But also unique hand-crafted goods that cannot be found anywhere else
  - There are currently very few places to shop downtown so this would help fill that void
- Unique bowling alley
- Restaurants
  - Downtown needs a good chicken place!



## **Johnstown Train Station Reuse Study**

### Stakeholder Interview Notes

Matt Ward, Principal Partner, Sustainable Strategies

January 24, 2017

Matt has been working in Johnstown for about three years. He was hired by the Johnstown Regional Partnership and reports to Renee Daley and Linda Thomson. His primary role is to get financial resources for Johnstown.

He created a resource roadmap that suggested catalytic projects for Johnstown to pursue as well as potential grant opportunities. This was delivered to Johnstown three years ago.

Transportation is where the money is. However, the City has limited capacity from a staff standpoint. Nobody at the City is focused on transportation, particularly since the death of John Murtha. The City is also fairly disconnected from the MPO (housed within the Cambria County Planning Commission).

Brad Clemenson was instrumental in bringing resources to Johnstown as an assistant to Murtha. He now runs Lift Johnstown, which focuses on acquiring funding for trail projects in the region. Brad helped organize a committee of about 20 stakeholders to discuss transportation needs and potential projects. It was not successful because there were too many projects, no funding, and nothing progressed to design or engineering so none were implemented.

Matt suggested simplifying things by focusing on one or two projects – conceptualize, pursue design/engineering, and find funding. This led to a focus on the train station. There are a lot of opportunities associated with the station.

A key is the PA Rails Initiative – a movement to get increased rail service to Johnstown, but it will take several years.

Richard wants to have a visitor's center at the station.

Key conditions regarding the station:

- There is county-wide interconnectedness that leads right to the station
- Most of the vacant land across from the station has just two owners
  - Formerly Rail Car America (to be reoccupied by another company)
  - Duke LifeCare (positioning itself to get rid of parking lots)

There needs to be a balance of short-term vs. long-term. The vacant parking lots are used a few times a year for events.

Another opportunity in the vicinity is the Inclined Plane. CamTran considers repairing this asset a top priority for Johnstown. Cost estimates are at \$10 million.

Matt suggested a coordinated project involving both the station and inclined plane – connecting them, making the area more walkable, and connecting both the Cambria City

(Johnstown's cultural district). This would also involve non-auto enhancements to Roosevelt Blvd. and a greenway.

Lou Crocco is a key advocate for Johnstown, as is Mark Pasquerilla, and both met with the governor to talk about these improvements. Toby Fauvre, Deputy PennDOT Secretary, wanted to pitch the project as more of an economic development initiative than transportation. He wanted to replicate some of the efforts taking place in Carlisle.

Matt was asked by Lou to draft an RFP for the project. He provided the RFP to Richard and Toby, and this station reuse study grew out of that initiative.

We clarified that our scope is facility-specific (as opposed to the downtown in general or incline plane, etc.), but this could potentially lead to a greater effort – ideally a multi-modal grant or TIGER grant. And/or perhaps grants through the Southern Alleghenies Planning and Development Commission, such as the Southern Alleghenies Power Grant. It would make sense to angle this project toward Southern Alleghenies' priorities, including:

- Attracting young people to the region's downtowns
- Supporting value-enhanced agriculture (related to a farmers market)

There are also other farmers market grants out there.

Another angle could be brownfields. Matt wrote a USEPA brownfield assessment grant for this area, which could potentially tie into the project.

## **Johnstown Train Station Reuse Study**

### Stakeholder Interview Notes

Ryan Kieta, Principal, Real Design and Wally Burlack, Community Growth Fund (Vision 2025 consultants)

January 24, 2017

The death of John Murtha spurred a “come to Jesus” moment in the community. The resources previously enjoyed by Johnstown under his watch immediately fell out of place at once. There is a fear that his successor will not be as effective for the community.

There is a new focus on grassroots development in a different way, leading to the Vision 2025 effort. A steering committee was formed, and community resources were coordinated to hire Carnegie Mellon to undertake the planning process, which took place from 2012 to 2015. The plan calls for local committees to implement the projects; this work kicked off in fall of 2015, headed by Ryan and Wally. They organized 20 implementation teams that are pursuing projects ranging from greenspace enhancement to community development to watersheds.

2025 is a framework for the community involving key components at the grassroots level:

- Good governance
- Vibrant economy
- Life-sustaining environment
- Community

The two have spent the past year building the 20 groups/teams, which will operate at different scales

The train station is the focus of multi-modal planning in the area. However there is no transportation plan or staff in Johnstown. This type of planning hasn't been done in a long time. Furthermore, the City has not functioned well with the MPO – transportation has been mainly project-based with no overall vision.

Nobody was thinking how the train station fits within the rest of the city. There's a concern that the station won't connect to the rest of the city. Ryan and Wally suggested to the MPO that there be a comprehensive transportation plan for the city. The MPO is receptive.

One project being pursued as part of 2025 is a greenway plan down Main Street from Central Park to the stadium. This would coincide with a planned sewer project along Main Street. It is hoped that this would demonstrate that public investment could spur private investment.

Another crucial project is assessing the floodwall system throughout Johnstown. The hope is that the concrete channels could be replaced with a more modern green system that could help incentivize riverfront development. The Army Corps of Engineers is in a two-year assessment to determine what long-term improvements could occur to the floodwalls.

Reuse ideas:

- Farmers market?
  - Tara Carr (814-255-4121) – catering sales manager at the Sunnyside Country Club expressed interest in establishing a farmers market
  - If local restaurants could source their food from the market, you'd create instant demand

It would be helpful to collect best practices from other communities to give people a sense of what the possibilities are for the station.

# Johnstown Train Station Reuse Study

## Stakeholder Interview Notes

Scott Becker, Former CEO of Connemaugh Health

January 31, 2017

Scott is one of the founders of Vision 2025.

The 1889 Foundation was created as an outgrowth of the hospital's transition to Duke LifePoint (from non-profit to for-profit). It is the largest philanthropic organization in the Johnstown area.

People in Johnstown are getting more involved in the community.

Better Amtrak train service is gaining momentum in the community but it will likely take some time.

Duke LifePoint still remains owners of the employee parking lots across from the train station but could be interested in eventually selling the properties. Steve Tucker or Jim Hargreaves would be people to talk to regarding the parking.

The downtown Lee campus will remain active under Duke LifePoint. There are 120 long-term care beds there.

The Foundation is supporting the United Way to fund smaller projects. Organizations in the area seeking funding can apply through the United Way. Projects can range from blight to rail enhancement.

### Reuse ideas:

- Keep it a transportation hub
- Coffee shop
- Nice restaurant
- Boutique retail
- Farmers market?
  - o Froelicks in Morrellville are butchers who may be interested.
- Hotel?
  - o Holiday Inn Express just opened up near the new Richland Duke LifePoint facility – a new 90,000 SF “medical mall”, so not sure if there will be demand for another hotel.

## **Johnstown Train Station Reuse Study**

### Stakeholder Interview Notes

Mark Wissinger, Cambria County Commissioner

February 2, 2017

The Johnstown train station is an important historic artifact.

There used to be 10 to 12 trains per day coming through Johnstown.

The stars are starting to align for Johnstown revitalization.

The Vision 2025 process has been very successful in bringing people together and getting projects underway.

## **Johnstown Train Station Reuse Study**

### Stakeholder Interview Notes

Steve Abernathy, Senior Manager, Intermodal Alliances, Greyhound

February 3, 2017

Johnstown is an e-ticket location – there is no conductor.

Greyhound has a good relationship with Amtrak. They combine services in the same facility often, so there is good protocol. Greyhound just moved its station to the Amtrak station in San Jose, CA.

Greyhound likes to locate at transit centers because a large percentage of their customers use transit to get to the bus. Locating away from such a hub would be a cautionary item. A key factor would be if Cam Tran operates bus service between the transit center and the train station.

If the station is located away from any retail services, that would be detrimental as well.

On the other hand, the train station could lend itself to being a full-service ticket agency. It could provide an opportunity to become a Parcel Express center. Greyhound has a history of transporting parcels and packages.

Is there a chance to expand the transit center on the adjacent vacant lot to accommodate Greyhound? There could be funding sources available for that sort of expansion through the Federal Transit Administration. However, the city would have to come up with a local match.

All in all, moving Greyhound to the train station could create significant opportunities if the connection issue can be addressed.