

REQUEST FOR PROPOSALS

PROJECT: REZONING THE HASTINGS-ON-HUDSON WATERFRONT

Commissioned by the Board of Trustees
with the assistance of the
[Waterfront Rezoning Committee](https://www.hastingsgov.org/waterfront-rezoning-committee)

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Schedule of Events	Date	Location
RFP Release	January 29, 2019	
Deadline for Questions	February 12, 2019	
Sealed Proposals due to the Village	March 15, 2019 3:00 PM	Village of Hastings-on-Hudson 7 Maple Avenue Hastings-on-Hudson, NY 10706
Interviews	March 26, 2019	TBD
Notification of Consultant Selection	March 29, 2019	
Contract Negotiation	Approx. (1) Month	
Approximate Project Start	April 22, 2019	
Project Duration	12-18 Months	

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I. Project Summary

The Village of Hastings-on-Hudson, NY, (the “Village”) is soliciting proposals from qualified consultants or consultant teams (the “Consultant”) to advise on the rezoning of waterfront properties located west of the railroad tracks (the “Site”). Work shall involve an evaluation of the current zoning, and proposed modifications in terms of potential land uses and locations, parks and open space, street typology, pedestrian and bike facilities, view corridors, building form and its relationship to the public realm, and any other relevant elements in order to create new zoning. Public input is a critical component of the work of this project: with ongoing Stakeholder input, a planning exercise shall be conducted to determine potential zoning uses and dimensional requirements together with their relevant environmental, social and financial impacts upon the Village. A Waterfront Master Plan shall be produced summarizing this work, along with recommended zoning language, maps and diagrams.

An Environmental Impact Statement and Review is outside the scope of the work of this RFP. Consultants may be invited to submit a separate proposal at a later date if appropriate. However, the Consultant should consider the EIS/GEIS and Review in relation to the work of this RFP and comment on any aspect of both as they affect each other, including the timing of the former as it may need to run in parallel with the work of this RFP.

II. Background

The Hastings-on-Hudson Waterfront is situated on the Hudson River, providing a view of the Palisades to the west and of New York City to the south. Most of the riverfront has been off-limits to the public for its entire industrial history, but with remediation partially complete and about to commence in force on the remainder of the site, Village residents finally have the opportunity to envision, in a realistic way, how they will enjoy this magnificent site. They will then have the opportunity to become engaged with the riverfront and the river, whether by strolling along the river’s edge, launching kayaks, enjoying outdoor concerts, or just sitting by the water and taking in the views. Furthermore, the Village community expects that any development on this site be equal to this extraordinary setting, transforming the Waterfront into a financial and community asset for the Village for generations to come. The Village requires the expertise and vision of a knowledgeable Consultant to help create the zoning for a Waterfront worthy of this unique location.

II.A. History

With the construction of the Croton Aqueduct in 1837-1842 and the opening of the New York and Hudson Railroad line, Hastings-on-Hudson was transformed from a farming village into a residential suburb and industrial center. During the nineteenth century, diverse manufacturing industries—sugar refining, marble quarrying, paver manufacturing and chemical industries--developed along the Waterfront, with new industries employing recent immigrants and taking advantage of the Hudson River location close to New York City. In the late 1800’s and early

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1900's, fill was deposited into the river to expand the industrial area. The fill consisted largely of gravel, slag, broken concrete, large stone, brick, glass and timber set on top of marine silt, beneath which lies basal sand. This former industrial land built largely on fill is the site of this project.

II.B. Current Conditions

For purposes of the rezoning initiative, all Village waterfront properties are in aggregate referred to as the "Waterfront". The "Target Study Area", or "Site" of this RFP is defined as the 42-acre Waterfront site bounded by the tennis court facility on the north, the Zinsser bridge on the south, Metro North railway tracks on the east, and the Hudson River on the west, currently zoned GI on the Zoning Map of the Village of Hastings-on-Hudson, shown here (see Figure 1, within red rectangle). For the study to be effective, it must extend beyond these boundaries and address the "Ancillary Study Area" to the north and south along the entire Waterfront as well as those properties landward to the east. It will be the responsibility of the Consultant to establish the exact demarcation lines of this Ancillary Study Area, but the community has a strong interest in how the various analyses and recommendations affect this whole "Study Area"—particularly, but not limited to, the circulation, transportation and view corridor analyses. Familiarity with topography is important in each of these as impacted lots cannot readily be inferred from the Zoning Map alone. The financial analyses should also incorporate impacts on the downtown Commercial District, and the traffic and infrastructure analyses should address all impacted Village thoroughfares and services. A primary goal of this study is to evaluate the Target Area in the context of the affected areas of the Village, especially the downtown, and a demonstration of the understanding of these issues will be a key factor in the award of this RFP.

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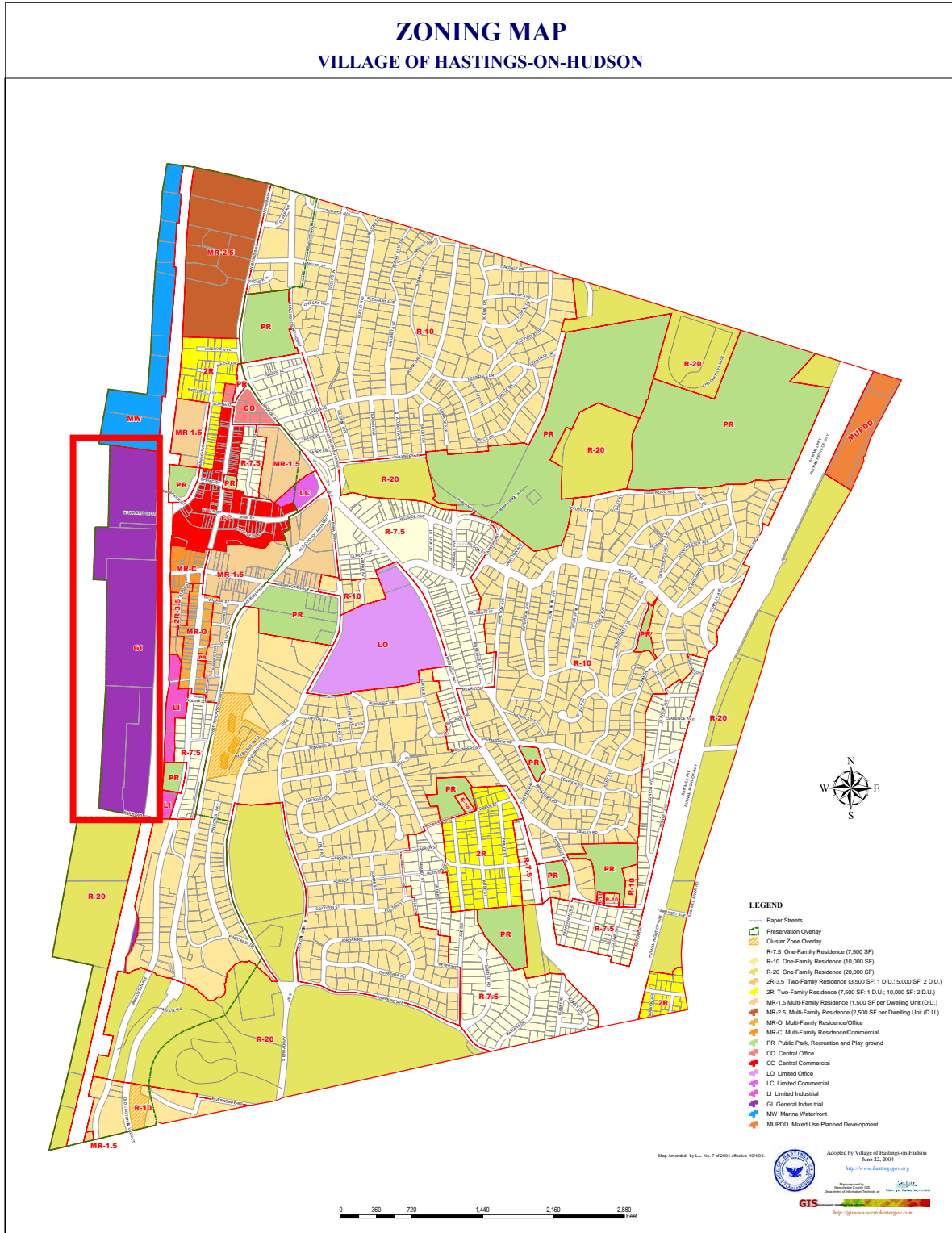


Figure 1

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The Waterfront, once a source of thousands of jobs, has been functionally abandoned since the last industrial activities ceased in the mid-1970s. Current ownership is split between three companies. BP Arco owns the northernmost 28 acres of the Site and will implement an environmental remediation effort of substantial proportions, with extensive PCBs and heavy metals identified for removal both on and offshore. The southern 14 acres (known as the Tappan Terminal site) are split approximately evenly between Broadway Stages, which owns the western seven acres of the Site (previously owned by Exxon/Mobil), and Argent Ventures (previously owned by Uhlich Corporation, a no-longer-operational entity that manufactured paint and dye on the eastern seven acres of the Site). Both the Argent and Exxon/Mobil properties were contaminated with volatile organic chemicals from paint and gasoline storage, and the soils at the joint properties have been largely remediated, although long-term groundwater monitoring remains.

At the BP Arco site, two documents determine the nature, extent, and limitations of its cleanup. BP Arco is bound by the [Record of Decision](#) (ROD), a formal document created by the New York State Department of Environmental Conservation (DEC) that describes the extent of the cleanup that BP Arco must execute to remedy. The ROD stipulates that the cleanup must remedy the 28 acres to a standard that would enable restricted residential use with some limitations. The Village, Riverkeeper, and BP Arco were parties to a lawsuit filed by Riverkeeper and joined by the Village, which resulted in a settlement that helped accelerate the cleanup process and added new stipulations regarding cleanup elements, as well as other conditions like building height limitations. Updated in 2016, the negotiated settlement to this lawsuit (the Consent Decree) details additional cleanup elements and the resolution of several other items. The new zoning language must capture the Consent Decree's conditions, including 100-foot setbacks from the river and overall height limitations.

Over the past eight years, BP Arco has demolished and removed the debris of all remaining structures on their property, with the exception of a water tower and concrete building pads and foundations. BP Arco has located several wells in the northwest corner where the Site's heaviest PCB contamination exists and has been pumping subsurface liquid PCBs from the Site over the last three years. This, however, only removes a portion of the onsite PCBs in liquid form. The full remediation will require an excavation of all "hot spots," identified by extensive sampling across the Site, down to a depth of up to 12 feet and followed by replacement with clean fill and a topsoil cover. Furthermore, BP Arco must engage in a substantial offshore cleanup of PCB contamination in the subsurface sediment of the Hudson River bottom.

BP Arco is creating a detailed engineering design of this cleanup and will submit a Draft to DEC for approval in 2019. Once DEC approves the final engineering design, the full Site remediation can begin. At this time, it is unknown when DEC will accept the final report, but the Village anticipates this will occur sometime in 2019. Full remediation of the entire Site likely will take at least four years to complete and may be completed in stages. Once the remediation is complete, long-term monitoring will be installed. BP Arco is in negotiation to sell their property to a company that will both perform the remediation, as well as the subsequent property

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development. They have preliminarily selected Suncal, a developer based in California. BP Arco's developer selection process prompted the Waterfront Rezoning Committee's creation to ensure a rezoning process that aligns with the Village's vision for the Waterfront. During this time, the Uhlich and Exxon/Mobil sites were sold to developers. The BP Arco, Exxon/Mobil, and Uhlich site developers will have strong vested interests in a Waterfront rezoning.

II.C. Previous Planning Efforts

Planning discussions around the future of the Waterfront have occurred at several points over the last thirty years. In 1999, the Village engaged the Regional Planning Association in a major effort to create a [vision for the Waterfront](#), which has influenced Waterfront planning discussions to this day. In the 2000s, Hastings-on-Hudson created a draft LWRP (Local Waterfront Revitalization Plan) that the Village did not enact but that provides some relevant background information for subsequent Waterfront planning. Additionally, the Village's Comprehensive Planning Committee addressed some Waterfront issues in the 2011 Comprehensive Plan, and in 2015 the Board of Trustees-appointed Waterfront Infrastructure Committee, staffed by local residents, issued a comprehensive document that examined the Consent Decree, determined where future development likely would be located, and suggested locations for roads and infrastructure. Finally, the Board-appointed Shoreline Advisory Committee, also staffed by local residents, recently presented its final plan of a proposed design for the water's edge along the length of the Waterfront, indicating where parks, inlets, and key features, such as piers and docks, should be sited. This Committee had a \$15,000 grant from the DEC that allowed professional consultant input and assistance in their efforts. The Shoreline Advisory Committee document should inform BP Arco's final engineering design and ensure the remediation's end product incorporates the Village's preferred locations for parks, walkways, and inlets.

In 2017, the Board of Trustees decided that the Waterfront rezoning process should include an economic analysis of any proposed Waterfront Master Plan to set some parameters that will help guide the rezoning effort. At one time the Waterfront contributed significantly to the Village's tax levy, and Hastings-on-Hudson enjoyed the lowest taxes in the area. Thus, the Waterfront's future impact on Village finances is a major concern, and development scenarios that either negatively impact these finances or produce no net improvement likely would be undesirable. Additionally, the economic analysis should provide an independent view of the economic feasibility of the Site's development to better prepare Village Trustees to negotiate with developers on development that is tax-revenue positive.

In 2017, the Board of Trustees established the Waterfront Rezoning Committee ("WRC") to assist with creating the new zoning for the Waterfront's Target Study Area, and then appointed residents on a voluntary basis to staff the WRC. The Board of Trustees has provided the WRC with a commitment for the planning resources they will need and with the authority to create proposed zoning language for the Waterfront parcel which would then be presented to the Board of Trustees for review and approval.

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The Waterfront Rezoning Committee adopted goals for its planning process:

The Waterfront Rezoning Committee's mission is to make zoning recommendations to the Board of Trustees that will restore the health and vitality of our historic Waterfront. Our goal is to ensure that the Hastings-on-Hudson community is represented in the process and that we build for a diverse, inclusive, and environmentally resilient future.

The Matrix of Past Waterfront Development Plans in Appendix B identifies the most significant plans and documents affecting the work of this RFP. Additionally, the Consultant should be familiar with the documents which the Village has compiled on the Waterfront Rezoning Committee website at <https://www.hastingsgov.org/waterfront-rezoning-committee>.

III. Project Goals

This Waterfront rezoning initiative seeks to create a Master Plan for the Village's Waterfront that is environmentally conscious, economically viable, community-supported, and implementation ready. Based on this Master Plan, the WRC will create a zoning recommendation.

III.A. Comprehensive Plan Goals

The Village Board approved a [Comprehensive Plan](#) in 2011. Three major goals for the future of the Village emerged through the comprehensive planning process as priorities for the community. These goals are equally relevant in planning for future Waterfront development:

1. **Foster economic development.**

The Comprehensive Plan specified that land uses should, where possible, generate tax ratables. The recommendations in the Comprehensive Plan aim to promote economic development opportunities on the Waterfront that are revenue positive for the Village.

2. **Promote environmental sustainability.**

This goal includes the protection of natural resources, landscape, steep slopes and water bodies. The recommendations aim to promote walking and bicycling, protect open spaces and natural features, preserve and reuse buildings, envision a cleaned-up Waterfront and promote "green" design and more sustainable practices in the Village. In response to the recommendations, the Village has enacted a Green Building Code that will be enforced on the Waterfront. It has also approved a design concept for a resilient Hudson River shoreline that would maintain a vegetative buffer, and reduce flooding and tidal surge impacts. The plan also anticipates more intense storms and higher water levels associated with climate change, and recommends that these be taken into account in Waterfront planning.

3. Protect and enhance community character.

The community cherishes the Village's small-town feel, its picturesque location on the banks of the Hudson River, and its diversity of people and incomes. These qualities help define the Village's community character. The recommendations aim to protect what is special about the Village while preparing for future change. Recommendations include continuing to recognize the need and importance of affordable housing in the Village and on the Waterfront, while providing a range of housing types.

III.B. Comprehensive Plan Waterfront Objectives

The Comprehensive Plan specifically describes the following objectives for any Waterfront development:

1. Ensure fiscally responsible development.
2. Design a plan for the Waterfront that promotes appropriately scaled development that will provide economic support for the Village.
3. Maximize public enjoyment of the Waterfront.
4. Ensure environmentally smart development.
5. Preserve public views of the Hudson River, Palisades and New York City Skyline.
6. Preserve the historical architectural features in the area.
7. Investigate improvements to circulation to and through the Waterfront.
8. Proactively seek out opportunities for the Waterfront that are consistent with the goals and vision of the Plan.
9. Ensure that built areas do not create self-contained enclaves that impede public access to the Waterfront.

IV. Consultant Team Expertise

The list below (not exhaustive) shows the areas of expertise the WRC believes necessary to conduct a successful rezoning effort.

- Planning and Urban Design
 - All forms of zoning, including form-based codes
 - Architectural design
 - Landscape architectural design
 - Place making
 - Real estate development
 - Community engagement
 - View corridor preservation
 - Bicycle, pedestrian, and vehicular circulation planning
 - Sustainable building practices
 - Public spaces and access issues
 - Resilient waterfronts

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- Local and regional context and development
- Demonstrated ability to integrate an understanding of zoning codes, the legal agreements governing the site, and other factors into the analysis for the site.
- Civil engineering
 - Large structures on and over water
 - Multimodal transportation & access
 - Water resources and stormwater management
 - Environmental Engineering
 - Sustainable Development
 - Utilities
- Financial
 - Feasibility analysis
 - Tax revenue analysis

V. Scope of Work & Deliverables

The Consultant, which will partner with the WRC and appropriate stakeholders, will undertake the following tasks to produce a Master Plan and proposed zoning language for Trustee review. Each task identifies who will lead the effort and the stakeholders who should be involved. The Consultant can propose a different approach, tasks or stakeholders that have not been considered here.

V.A. Engagement & Analysis

● Task 1 Design Stakeholder Engagement Plan

Stakeholder engagement is a vital component of the rezoning effort. This task has two major goals: (1) to further public input and education and (2) to establish protocols for developer participation in the process, when and where appropriate.

Public Input and Education

Stakeholder engagement entails a robust process that involves two-way communication between the decision makers and the public and that educates citizens about the land-use decision-making process. Effective stakeholder engagement helps identify opportunities, issues, and strategies that, when incorporated, will ensure a sense of community ownership of the final Master Plan and zoning. In addition to obtaining public input, facilitators will use the engagement process to educate the public about the key technical deliverables and specific conclusions to maximize community support for the final development framework. Stakeholder engagement not only maximizes public input but also creates an inclusive, transparent, and educational planning process.

The Consultant must design and implement a comprehensive stakeholder engagement process that ensures broad inclusion of all stakeholder groups in each stage of the planning process.

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These stakeholders include landowners, Village officials, residents, business owners, and representatives from community groups and key State and non-profit organizations. Additionally, the engagement plan should employ techniques that ensure a diverse group of stakeholders and should feature the following elements:

- Stakeholder interviews
- Public workshops
- Meetings or briefings for the Village Board of Trustees, interdepartmental staff, and the WRC
- Dissemination of work product in digital and printed media
- Multiple creative means for soliciting feedback, such as community events, online surveys, other online tools, and engagement posters
- Consistent outreach to diverse communities

Because stakeholder interviews, public workshops, and meetings for interdepartmental staff, the Board and the WRC will occur throughout the entire planning and rezoning process outlined in the tasks below, these are reflected in deliverables for subsequent tasks as appropriate. Opportunities have been identified to combine workshops where possible to streamline the process: when an engagement step in different tasks is numbered the same, the intent is for multiple items to be on the agenda, but the structure and schedule of the workshops is ultimately the responsibility of the Consultant.

In addition, the Consultant and the WRC should meet regularly to anchor the engagement process. For a comprehensive list of all stakeholders to include in the process, see Appendix E, and for a detailed list of suggested engagement techniques, see Appendix F Stakeholder Engagement Elements and Outreach Tools. It is expected that the Consultant will include many of the elements and techniques listed in Appendix F in the public engagement process for the Waterfront Master Plan and rezoning effort.

Site Area Landowners and Developers Engagement

It is especially important to include the Site Area Landowners and Developers (developers and owners of property in the Waterfront area) in the process of determining future land uses for the area. The deliverables listed below indicate appropriate timing for official stakeholder interviews of Site Area Landowners and Developers. The Consultant will conduct stakeholder interviews with the WRC's participation and will share the WRC Strategic Plan, which emphasizes core process principles, with the Site Area Landowners and Developers. Because these developers and landowners are stakeholders in the Site's redevelopment, the Consultant should invite them to participate in all public outreach events regarding the development of the Waterfront area.

Deliverables:

- Stakeholder Engagement Plan
- Timeline in the format of a Gantt Chart to show project organization and management of process

• **Task 2 Regulatory Analysis & Literature Review**

The Consultant, with support from the WRC and relevant Village staff, will supplement the existing background research with a detailed regulatory analysis. This core task will anchor the entire process and will include a detailed memorialization of the regulations affecting the Site. This analysis should build on the preliminary review of core documents in the Matrix of Past Waterfront Development Plans in Appendix B.

For this regulatory analysis, the Consultant should review the existing General Industrial (GI), Marine Waterfront-A (MW-A), and Marine Waterfront-B (MW-B) zoning districts; the 2001 Waterfront Redevelopment Plan; the 2011 Comprehensive Plan; the 2015 Waterfront Infrastructure Committee Plan; the Consent Decree and the Record of Decision; and the 2018 Shoreline Plan. Additionally, the analysis should include other documents with relevant information, such as deeds, and the Long-Range Plan for Strategic Management of Parks and Recreation Assets.

Specifically, the Consultant shall review the core documents included in the Matrix of Past Waterfront Development Plans in Appendix B for information relevant to:

- Legal dimensions of the Site and parcels
- Defining land use, development, real estate, and environmental policies
- Infrastructure requirements for new developments (see 2015 Waterfront Infrastructure Committee Plan), including:
 - Road
 - Water
 - Sewer
 - Stormwater
 - Waste Management
- Environmental requirements, including:
 - Natural resource protection regulations
 - Sustainability goals (see the Sustainability Action Plan)
 - Remediation requirements
 - Green building requirements (see Village Code, Chapter 160)
 - Resiliency objectives
- Permitted land uses
- Development approval process
- Height restrictions
- Grading and elevation requirements, including:
 - Minimum lowest structural elevation
 - Optimal elevation (due to sea level rise and storm surges)
- Open and green space requirements, such as:
 - Minimum requirements
 - Recreational uses
- Marine uses, such as:

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- Recreational water uses
 - Commercial water uses
- Restrictive covenants and easements
 - Deeds
 - Use restrictions
 - Environmental restrictions
- Public access
- Affordable housing requirements (see Village Code, Section 295-133.1 Affordable Housing Set-Aside)
- View corridor regulations
 - Over open space
 - Over low structures
 - Specific view sheds referenced in previous studies

Additionally, this task will include appropriate stakeholder interviews, as well as the first public meeting and the first meeting for the Village Board of Trustees, interdepartmental staff, and the WRC. The Consultant should be aware of and review the meeting notes of prior public outreach efforts and comments brought forth to the WRC in conjunction with Pace Land Use Law Center's facilitated workshops with the Village in Sept and Oct of 2018, as well as those captured in the earlier documents cited above. The community at large has enormous interest in this Site and will expect the Consultant to be versed on the feedback provided thus far. The recent shift in ownership of all three parcels has furthered the public interest in understanding the implications for development and what this may bring to the Village.

The Final Regulatory Analysis must include an analysis of a "No Change" scenario in which the current zoning remains unchanged. The Consultant is expected to explain and present at Public Workshop #1 what could be built under the existing zoning code at the Site.

Deliverables:

- Draft Regulatory Analysis
- Stakeholder Interviews with Riverkeeper, Scenic Hudson, Site Area Landowners and Developers, and DEC
- Village Interdepartmental, Board of Trustees, and WRC Meeting #1
- Public Workshop #1
- Final Regulatory Analysis

• Task 3 Site Analysis & Site Map

The Consultant, with support from the WRC and relevant Village staff, will undertake a site analysis to identify existing conditions and establish a baseline of existing social, economic, and physical conditions. This should include an assessment of the development feasibility of each parcel in the Site. The Consultant should also focus on examining linkages between the Site and

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the surrounding area, including local demographics, access to existing transportation infrastructure, and potential connections to institutional anchors in the area. See tasks described below for more details on market, transportation, and infrastructure studies.

Analysis of the Site and adjacent properties must include:

- BP Arco site (in negotiations with developer Suncal)
- Uhlich site (current owner Argent Ventures)
- Exxon/Mobil site (current owner Broadway Stages)

It should incorporate into its analysis:

- Area to South (former Mooring Field)
- Area to North
 - Tennis Club of Hastings
 - Harvest on Hudson Restaurant
 - Tower Ridge Yacht Club
 - MacEachron Waterfront Park
- Area to East
 - Zinsser Parking Lot
 - Metro North right-of-way
 - Southside Avenue properties south to the Rawley's Bridge Trailhead, including the Village Department of Public Works (DPW) site

In addition to a narrative assessment of existing conditions, the Consultant, with support from the WRC and relevant Village staff, will map various opportunities and constraints identified in the regulatory analysis and site analysis. It is important that a visual medium be used to highlight specific barriers to redevelopment, as well as assets and opportunities that should not be overlooked, including but not limited to potential land swaps of Village property. Additionally, this task will include appropriate stakeholder interviews, as well as a public meeting and a meeting for the Village Board of Trustees, interdepartmental staff, and the WRC.

Deliverables:

- Draft Site Analysis
- Draft Site Map
- Stakeholder Interview with Westchester County Planning
- Village Interdepartmental, Board of Trustees, and WRC Meeting #1
- Public Workshop #1
- Final Site Analysis and Site Map

• Task 4 Market Demand Analysis

The Consultant, with support from the WRC and relevant Village staff, will undertake a market demand analysis. A fiscal impact analysis will be conducted in future tasks to assess the impacts of the proposed Master Plan scenarios (see below).

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In the market demand analysis, the Consultant's economist should evaluate the amount and kinds of real estate development that could be supported in the Site. This analysis should calculate future demand for commercial, residential, industrial, and retail development based upon demographic trends, real estate patterns, and broader macro-economic conditions. Consultant insight on this subject will be a key factor in the award of this RFP. This task will include, in addition, appropriate stakeholder interviews, as well as a public meeting and a meeting for the Village Board of Trustees, staff, and the WRC.

Deliverables:

- Draft Market Demand Analysis
- Stakeholder Interviews with Real Estate Development Community (Site Area Land Owners and Developers, realtors, brokers, lenders, and development experts)
- Village Interdepartmental, Board of Trustees, and WRC Meeting #1
- Public Workshop #1
- Final Market Demand Analysis

• Task 5 Transportation, Access and Parking Study

The Consultant should begin the transportation, access, and parking study by developing a baseline inventory of the Village's transportation assets and conditions, including a GIS map of surrounding streets, transit routes, greenway or bicycle routes, and other relevant data. Transit service should be summarized, highlighting areas of strength, such as a particular train service and high-frequency bus service that can be leveraged for transit-oriented development. As part of the analysis, the Consultant should identify key walking and bicycling connections, including connections to the Metro North station. Analysis should examine transportation and access in relation to automotive, pedestrian, train, and ferry travel. Additionally, the analysis should focus on external access to the Waterfront Site. Currently, traffic flow in the area is already poor, and only one bridge and limited road access connects the north end of the Waterfront Site to neighboring areas. The study should evaluate opportunities to expand connections, addressing the Metropolitan Transportation Authority's ("MTA") condemned bridge at the south end of the Site, and looking at the possibilities for additional pedestrian and automotive bridges. The study should examine how Site development will impact commuters, the existing train station, downtown parking availability and traffic flow.

Deliverables:

- Draft Transportation, Access, and Parking Study
- Stakeholder Interviews with MTA, Metro North Railroad, NY Department of Transportation (DOT), and Westchester DOT
- Village Interdepartmental, Board of Trustee, and WRC Meeting #1
- Public Workshop #1
- Final Transportation, Access, and Parking Study

• **Task 6 Infrastructure Study**

The Consultant should conduct an infrastructure study, but only to extent necessary to supplement the completed 2015 Waterfront Infrastructure Committee Plan. The infrastructure study should provide a baseline inventory (Existing Services Delivery) of existing infrastructure conditions and include GIS mapping and other relevant data. As part of the infrastructure study, the Consultant should identify assets and constraints related to water, sewer, gas, power, and uniform services (fire and police). This assessment should consider the financial, administrative, regulatory, and contractual requirements for all infrastructure connections. The infrastructure study must identify and examine fire and safety limitations, fire hydrants, any existing bridges and roads that provide insufficient access, availability of water supply and water pressure, and building heights and setbacks that will ensure emergency access to structures. The study should also consider Metro North infrastructure plans and capacity at Yonkers wastewater treatment facility. The 2015 Waterfront Infrastructure Committee Plan is a starting point for the infrastructure study, but the analysis should further explore opportunities to plan for resilient infrastructure, including alternative energy and onsite electricity production, green infrastructure, facilities placed outside of flood prone areas, and consideration of sea level rise and storm surge.

Deliverables:

- Draft Infrastructure Study Supplement to 2015 Waterfront Infrastructure Committee Plan
- Stakeholder Interviews with Village Manager, DPW, Police, Fire, Ambulance Corp, Westchester County Department of Environmental Facilities, and Westchester DPW, ConEdison, SUEZ
- Village Interdepartmental, Board of Trustees, and WRC Meeting #1
- Public Workshop #1
- Final Infrastructure Study Supplement
- Report Containing All Stakeholder Interviews from Tasks 2-6

V.B. Waterfront Master Plan

• **Task 7 Master Plan**

Based upon the stakeholder input, regulatory analysis, site analysis, market analysis, and transportation and infrastructure studies conducted in prior tasks, the Consultant will prepare multiple possible development scenarios for the Site. The scenarios should be graphically presented in conceptual maps and vetted by all stakeholders. For each scenario, the Consultant should create a table summarizing the total amount and types of land uses projected for build out. The Consultant will then use these land use projections to analyze high-level fiscal and traffic impacts for each scenario.

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Using economic modelling software such as IMPLAN, the Consultant should conduct a high-level fiscal impact analysis to estimate the amount of tax revenue that the development scenario could potentially generate, as well as its order of magnitude impacts on services, including Village, County, and school costs. The analysis should help reveal what kinds of land uses will be the most fiscally productive and financially self-sustaining and which would result in added costs. For example, additional expenses that the Village could incur include park and recreational facility operation and maintenance, events, and programming. Waterfront parks tend to be more expensive to operate and maintain than others. The Village could evaluate pros and cons of various open space and recreation options and consider ways to offset these costs.

The Consultant also should perform high-level traffic impact analyses to determine the expected future traffic conditions for each scenario and whether the existing and planned transportation system can accommodate additional traffic generated by the scenarios. The Consultant could recommend traffic demand analyses, bicycle and pedestrian improvements as ways of addressing traffic issues identified.

In addition to these impact analyses, the Consultant should hold a series of public workshops, meetings with the Site Area landowners and developers, and innovative public engagement methods for gathering real-time responses from residents, such as an online survey, engagement poster boards, and Village community events, to adequately vet these scenarios with stakeholders. The Consultant should hold the first round of public workshops, stakeholder meetings, and alternative public engagement after the initial scenarios are developed. Prior to all public workshops, the Consultant should translate any technical information about zoning, development, and infrastructure into clear language for lay individuals.

Following this first round of engagement and these high-level impact analyses, the Consultant should create revised scenarios for two to three selected scenarios and provide a more focused assessment of the fiscal and environmental impacts for the selected scenarios. The fiscal assessment should include order of magnitude costs, and could include financing opportunities from both the public and private sector. The Consultant should then hold a second round of citizen and stakeholder engagement, including with school administration representatives. On the basis of this public vetting the Consultant should help stakeholders revise and ultimately endorse a preferred scenario for which the Consultant will create a detailed Master Plan. Prior to finalizing the Master Plan, the Consultant should share it through a third round of public engagement, as well as a meeting with Village staff, the Board of Trustees, the property owners and the WRC, and should incorporate feedback into the final Master Plan and phasing recommendations as appropriate. Once the Master Plan is finalized, the Consultant will present these materials to the Board of Trustees.

Deliverables:

- Conceptual Scenarios presented through conceptual maps, 3D diagrams, narrative descriptions, and a tabular summary of the land uses projected for each scenario's build out
- Public Workshop #2

Request for Proposals: Rezoning the Hastings-on-Hudson Waterfront

- Online Survey, Engagement Poster boards, and Village Community Events
 - Stakeholder Interviews with Site Area Land Owners and Developers
 - Draft Fiscal Impact Analysis, and Traffic Demand Analysis two to three Revised Conceptual Scenarios
 - Public Workshop #3
-
- Online Survey, Engagement Poster boards, and Village Community Events
 - Stakeholder Interviews with Site Area Land Owners and Developers
 - Draft Master Plan for the Site
 - Village Interdepartmental, Board of Trustees, and WRC Meeting #1
 - Stakeholder Interviews with Site Area Land Owners and Developers
 - Public Workshop #4
-
- Online Survey, Engagement Poster boards, and Village Community Events
 - Final Master Plan for Waterfront Area
 - Final Fiscal Impact Analysis, and Traffic Demand Analysis
 - Presentation to Board of Trustees

• Task 8 Creation of Waterfront Rezoning Language

The Consultant will review the extensive best practices literature that exists related to zoning for revitalization, economic vitality, and pedestrian environments, all of which are key objectives of the future Waterfront zone. The Consultant will advise the WRC on various zoning approaches and should include, as an option, the minimum changes required for the existing zoning's use regulations and dimensional requirements. The future zoning should allow for flexibility in uses, address form and building orientation, preserve views, and consider resiliency and alternative energy uses. Through clear graphics and narrative descriptions, the Consultant will prepare preliminary options and present these options in stakeholder meetings with the Village Attorney and the Site Area Land Owners and Developers, as well as at a fifth public workshop. The Consultant will use this feedback to select the final approach and draft the zoning language and then will meet with the Village Attorney again prior to presenting the final zoning recommendations to the Board of Trustees. Hastings seeks a zoning code that not only designates the land uses appropriate for the site but that also helps define the desired design of new development in terms of architecture, landscape, and urban design treatments. Applicants should clearly specify not only the kinds of zoning (form based, conventional, hybrid) they are able to draft but also describe the level of design specifications they deem appropriate and that they can provide given their proposed budget and schedule.

Deliverables:

- Draft Zoning Recommendations Language
- Village Attorney Stakeholder Interview
- Village Interdepartmental, Board of Trustees, and WRC Meeting #3

Request for Proposals: Rezoning the Hastings-on-Hudson Waterfront

- Site Area Land Owners and Developers Stakeholder Interviews
- Public Workshop #5
- Final Zoning Recommendations Language
- Village Attorney Stakeholder Interview
- Presentation to Board of Trustees

VI. Proposal Requirements

The applicant chosen for this project should possess the professional expertise and certifications in the relevant subject areas and have a strong track record in delivering projects of this nature and facilitating successful working relationships with municipal agencies.

Applications shall include identification of a New York State Licensed and/or Registered Engineer, Architect and/or Landscape Architect, and a list of support staff and/or subconsultants. In addition, the applicant shall make a good faith effort to meet the contract goal for Minority and Women-owned Business Enterprise (MWBE) participation of 20%. Although this contract goal is not a mandatory obligation, preference will be given to consultant teams who include MWBE participation.

VI.A. Professional Liability

The Consultant shall procure and maintain during and for a period of three (3) years after completion of the contract, Professional Liability Insurance in the amount of \$1,000,000 issued to and covering damage for liability imposed on the Village by the contract or law arising out of any negligent act, error, or omission in the rendering of or failure to render professional services required by the contract. The professional liability insurance may be issued on a claims-made policy form, in which case the Consultant shall purchase at its sole expense, extended Discovery Clause coverage of up to three (3) years after work is completed if coverage is cancelled or not renewed.

The Consultant shall provide coverage for its negligent act, error or omission in rendering or failing to render professional services required by this contract arising out of specifications, installations, modification, abatement, replacement or approval of products, materials or processes containing pollutants, and the failure to advise of or detect the existence of the proportions of pollutants.

The consultant shall require that any subcontractors hired carry insurance with the same limits and provisions as provided herein.

VI.B. Proposal Format

Proposals should include a one-page cover letter, printed on official letterhead and signed by an authorized representative of the firm or institution. This letter will include the total proposal dollar amount. This letter will be available to the public upon conclusion of the process.

Part A: Project Understanding - A narrative of the understanding of the project objectives, scope of work and timeline and the firm's approach to this scope. Part A is limited to 15 pages including text and graphics.

Part B: Relevant Experience - A listing and/or project sheets of recent and relevant experience in similar projects that includes the firm's function during those projects (prime and subconsultants). Please provide three (3) professional references on recent and relevant projects.

Part C: Project Team - Organizational Chart and one-page resumes of key personnel of the Consultant and all subconsultants that will be committed to the project. Resumes shall indicate the individual's defined role on this project and examples of their relevant experience.

Part D: Cost Proposal - Provide a detailed budget broken down by task and estimated expenses to be billed on percentage complete. Provide billing rates for all team members.

Proposals that include alternate approaches will be considered as long as they address the outcomes considered.

VI.C. Submission Process

Proposals must be submitted no later than the date and time specified in the Schedule at the beginning of this RFP. No late submissions will be considered. Applicants must submit their proposals (one original and three copies) in paper form in a sealed envelope submitted to the Village offices by mail or hand delivered as well as in electronic form (PDF).

Requests for clarifications must be submitted in writing via email to the Waterfront Rezoning Committee Project Manager and to the Village Manager:

Sandra Nam Cioffi
snc@hastingsgov.org

Fran Frobel
VillageManager@hastingsgov.org

Your request should include: your name, affiliation, email, and phone number, and any questions you would like answered. Questions will be answered and all answers given to all proposers by the Village Manager. It is not necessary to submit a question in order to receive all of the questions and answers.

VI.D. Evaluation Process

The Village will screen all proposals to ensure they meet all requirements of this RFP. If a proposal is found to be incomplete, the proposal may be eliminated from the competition. Proposals will be evaluated on the applicant's demonstrated ability to deliver both content and processes appropriate for this project.

VI.E. Notification of Awards

Prior to the award of the project, qualified applicants may be asked to participate in an interview, the date of which is to be determined. The award recipient may be asked to submit a revised work plan, timeline, and budget. Projects cannot start until the contract is signed by both parties. The Village will not pay for expenses incurred prior to a contract being in place.

APPENDIX A

Waterfront Rezoning Committee Members

The Board of Trustees selected the following Village residents to serve as members of the Waterfront Rezoning Committee based on their commitment to the Village, previous involvement, and professional expertise.

Name
Kate Starr, Chair
Thomas Asher
Richard Bass
Morgen Fleisig
Danielle Galland
Spencer Orcus
Shannon Rooney
Katey Stechel
Meg Walker

MATRIX OF PAST PLANS RELEVANT TO WATERFRONT (HASTINGS-ON-HUDSON)						
YEAR	1986	2001	2011	2015	2016	2018
PLAN TYPE	Harbor at Hastings Proposal	Waterfront Redevelopment Plan	Comprehensive Plan	Waterfront Infrastructure Committee Plan	Consent Decree	Shoreline Plan
Village Website - Link	https://www.hastingsgov.org/sites/hastingsonhudsonny/files/uploads/harbor_at_hastings_planning_architecture_design_-_richard_dattner_p.c._-_december_1986.pdf	http://hastingsnyarchive.vt-s.net/Pages/HastingsNY_MinutesAgendaArchive/HastingsNY_DocumentArchive/HastingsNY_Documentlibrary/wfplan.pdf	https://www.hastingsgov.org/sites/hastingsonhudsonny/files/uploads/compplan_final_0.pdf	http://hastingsnyarchive.vt-s.net/Pages/HastingsNY_MinutesAgendaArchive/HastingsNY_DocumentArchive/HastingsNY_Documents/02097992-000F8513	https://www.hastingsgov.org/sites/hastingsonhudsonny/files/uploads/final_2016_modified_consent_decree.pdf	https://www.hastingsgov.org/sites/hastingsonhudsonny/files/uploads/final_conceptual_design_report_2831.0001y104.r.pdf
CLIENT		Village of HOH and ARCO AERL	Village of HOH	Boart of Trustees	The Public	
STEERING COMMITTEE		Mayor Village Manager Village Trustee Chair of the LWRP Steering Committee A Member of the Hastings Waterfront Watch (local citizens' group) Village's Planning Consultant 3 Representatives of AERL RPA A Representative of the NY Dept of State Division of Coastal Resources				
STAKEHOLDERS AT THE TIME:			Fran Frobel, Village Manager Susan Maggiotto, Deputy Village Manager Mike Gunther, Superintendent of Public Works Dave Bloomer, Chief of Police Angela Witkowski, Director of Planning Sue Feir, Library Director Raf Zaratzian, Deputy Treasurer/Technology Director Ana Hiraldo-Gomez from the Westchester County Department of GIS Ron Gagliari, Fire Chief Patty Speranza, Planning Board Chair Peter Swiderski, then Trustee and incoming Mayor Mayor Lee Kinnally, the outgoing Village mayor			
WHEN THE EFFORT FOR THIS PLAN BEGAN:		May 2000	July 2007	March 2012		
WHO CONDUCTED THIS PLAN/WORK:		Regional Plan Association (RPA)	HOH Comprehensive Plan Committee with Phillip Preiss Shapiro Associates, Inc. (PPSA)	Waterfront Infrastructure Committee (appointed by the Board of Trustees for the development of this plan)	The Village (review of the Consent Decree updates brought about by Rriverkeeper, the Village HOH, and BP/Arco)	Roux Environmental Consulting and Management (www.rouxinc.com) Offshoots Productive Landscapes (offshootsinc.com)
THE ASK:		To design and implement a community-based planning process to produce a land use plan for the Hastings Waterfront	In July 2007, the Village Board of Trustees passed a resolution to initiate the development and consideration of a comprehensive plan for the Village, and later that year the CPC (Comprehensive Plan Committee) was empanelled consisting of 11 resident volunteers.	1. To assist the Board in providing the Village's recommendations to BP as BP begins remedial design for the waterfront (via a memorandum and basic infrastructure plan describing Village's preferences for location of key features to be constructed during the remediation of BP property) 2. In addressing the remedial design for BP's 28-acre site, the Committee also reviewed the Tappan terminal site (southern 14-acres) owned by Uhlich and Mobil *Note the Committee was not asked to determine what was going to actually be built on the waterfront, the site was zoned Marine industrial (MI) at the time - designation left from the days when the area was dense with factories.		
PURPOSE:		To build community consensus regarding a vision for the future of the Hastings waterfront.T To assist in the completion of that portion of the Local Waterfront Revitalization (LWRP) that addresses proposed land uses. To assist in determining the remedial solutions that may be applied to the site. To recommend implementation strategies for the redevelopment of the waterfront.	To create a comprehensive plan (building upon earlier planning efforts), as one was never prepared for the Village to adopt, growing out of the Village's strong sense of community involvement and activism.	To take advantage of this opportunity to provide guidance to BP during its design phase by providing high-level schematic plan indicating where roads, parks, heaviest development, and likely recreational uses so that BP could accommodate those into its engineering design for the ultimate remediation of the waterfront.	Presentation of the Consent Decree and updates to it since 2012; Text of the presentation by Mayor Swiderski on January 7, 2016 is outlined in a separate document. Agenda of Presentation: -Overview -Background -How the shoreline will be treated -What happens on land -Dedicated Parkland -Future of the water tower -Building 52 -Quarry park and other amenities -Other clauses	To present the Villages vision, backed by the DEC, of the shoreline to BP for them to incorporate into their Final Remedial design
FUNDED BY:		MU Depart pf State, AERL, and Westchester Community Foundation	N/A	N/A	N/A	DEC Estuary Grant
STARTING POINT:		"waterfront planning principles" that the community developed through the LWRP process that began in November 1997 (which led to the "A Community Vision for Comprehensive Planning and Strategic Action Plan" - completed and accepted by Village Board in 1999 Promote Mixed-Use Development Preserve Views Provide Public Access Preserve Historic Character Insure Viable and Sustainable Development Create a Pedstrian Friendly Environment Integrate New Development	CPC began gathering data, formed subcommittees focusing on different areas, ran a studio project at Hunter College (with Richard Bass) and reviewed earlier documents: • The Planning Principles (1988) • Planning Review (1996) • The Community Vision Plan (1998) • A Redevelopment Plan for Hastings-on-Hudson Waterfront (2001) • Walkable Communities Workshop Report (2003) • Waterfront Implementation Strategy (2004) • Assessment of Park and Recreation Facilities and Fees in Lieu of Parkland (2005) • Quarry Study Committee Report (2005) • Report of the Large Tracts Subcommittee of the Planning Board (2004, revised 2006) • Transportation Plan and Pedestrian Enhancements (2007) • The Draft Local Waterfront Revitalization Program Plan (2004, updated 2007)	Ideas for a Waterfront Infrastructure Committee emerged from discussions with Arco/BP over the years regarding the rehab and revitalization of the waterfront. -BP is responsible for the clean up of the northern 28-acres -Site designated as Class 2 waste site deeply polluted with a range of PCB-derived substances and other metals and industrial poisons. -Clean-up work will include removal of several feet of contaminated soil, followed by a replacement of the contaminated soil with clean fill, and then followed by another approx 5 feet of fill on top of the original soil as set forth in the consent decree. Questions (by SNC) What was the original grade/elevation at grade? How many feet were excavated by BP ultimately? What lies below the excavated depth (in terms of contamination)? What is the water quality or is there seepage into the Hudson? After remediation, what is the final grade above original?	Background - 2003 Consent Decree settled lawsuit brought by Riverkeeper and joined by the Village - Built on DEC's remedy for the land portion of the site issued shortly thereafter in 2004. - Subsequent investigations by Atlantic Richfield made it clear that the on shore and off shore remediation would need to be integrated. - In 2012, DEC issued an updated description of what needed to be remediated in the Hudson. - That integrated remedy required a reworking of the 2003 Consent Decree. - Today's Consent Decree updates that original document.	- Public access to waterfront - Connectivity - Responsive programming - Flexible amenities - Bioengineering solutions - Habitat creation - Remedial containment - Long term performance & resiliency
IMPORTANT CRITERION:		That this plan be economically feasible. Non-revenue producing uses such as park land and public amenities are viewed by the community as the most essential parts of the plan.	PPSA led a SWOT analysis with CPC - analysis revealed 6 major topic areas were of utmost importance to the Village and led to the framework for the Comprehensive Plan: 1. large tracts, including the waterfront 2. the Downtown 3. vehicular, pedestrian and bicycle circulation 4. infrastructure 5. environmental sustainability 6. neighborhoods and quality of life	1. Shoreline Access - maximizing public access to the shoreline is the highest priority. 2. Linear Scheme preferred (versus node) 3. Recreational Uses 4. Community Activities 5. Density 6. Bridge Access 7. Road placement 8. Second road 9. Shoreline treatment 10. Raising of site 11. View corridors 12. Design infrastructure for resiliency and sustainability 13. Aesthetic recontouring/landscape enhancements such as daylighting		
PRIMARY/CONCEPTUAL GOAL:		This land use plan should provide a "road map" for the residents of the Village that may yet take many years to complete.	Main Goal is to protect those assets which make the Village such a desirable community to live in while planning for and responding to potential impacts to its community character. It provides a positive vision for sustainable community that balances financial realities, potential development, quality of life issues and much more.	The charge of the Committee is to create a memorandum that includes a basic infrastructure plan describing the Village's preferences for the location and key features of parks, an esplanade, roads, and utility infrastructure that can be conducted during the remediation of the BP property. In addressing the remedial design for the waterfront, the Committee also reviewed the "Tappan Terminal Site" (14-acres) owned by Uhlich Color Company and Chevron/Mobil.		
ADDITIONAL GOALS & OBJECTIVES:			3 Major goals for the Plan emerged through comprehensive planning process as priorities for the community. 1. Foster Economic Development 2. Promote Environmental Sustainability 3. Protect and Enhance community character	Objective 1 - Ensure fiscally responsible development Objective 2 - Design a plan for the Waterfront that promotes appropriately scaled development that will provide economic support for the Village Objective 3 - Maximize public enjoyment of the Waterfront Objective 4 - Ensure environmentally smart development Objective 5 - Preserve public views of the Hudson River, Palisades, and New York City Skyline Objective 6 - Preserve the historical architectural features in the area Objective 7 - Investigate improvements to circulation to and through the Waterfront Objective 8 - Proactively seek out opportunities for the Waterfront that are consistent with the goals and vision of the Comprehensive Plan and the (future) Form-Based Code of the Waterfront Objective 9 - Ensure that built areas do not create self-contained enclaves and impede public access to the Waterfront		

MATRIX OF PAST PLANS RELEVANT TO WATERFRONT (HASTINGS-ON-HUDSON)						
YEAR	1986	2001	2011	2015	2016	2018
PLAN TYPE	Harbor at Hastings Proposal	Waterfront Redevelopment Plan	Comprehensive Plan	Waterfront Infrastructure Committee Plan	Consent Decree	Shoreline Plan
COMPONENTS OF THE PLAN:		1. Base Research 2. Planning Framework (diagrams describing essential constraints and opportunities to guide future waterfront development) 3. Market Research (conducted by planning and real estate firm, Abeles Phillips Preiss & Shapiro, Inc.) 4. Outreach 5. Cost Analysis and Feasibility (by RPA) 6. Traffic Analysis (by Allee King Rosen and Fleming, Inc. and complemented by a transit analysis by Jeffrey Zupan, Sr. Fellow for Transportation at RPA)	Document is organized by chapters following the 6 major topic areas important to the Village Chapters 2-8: 2. Village Overview 3. Large Tracts 4. The Downtown 5. Circulation 6. Environmental Sustainability 7. Sustainable Infrastructure 8. Quality of life Chapter 9: Implementation Matrix is n/a - was supposed to be delivered to discuss approach for implementation of this plan	1. 24 Public Meetings and Workshops held - all open to the public 2. Committee members visited the Anaconda site with BP on several ocasions 3. Committee had an agreed upon definition of "Infrastructure" 4. Consent Decree was reviewed to determine locations and dimensions of "no-build" zones and height restrictions 5. "As the site was note yet rezoned, the Committee was careful to avoid land use planning as directed in its mission statement. Form-based planning studies were used in simplest format to help in the eventual land use planning / zoning such as comparing solids to voids, non-built space (open space, walkways, roadways), factored in restricted height limits prescribed by Consent Decree. Of the site's 28 acres: - Northwest Corner (A) will be dedicated to Hastings as public land (2 acres). - An esplanade the length of the site (B) will be dedicated as public land (2.5 acres) - Another 1.75 acres of open space will be identified when it is ultimately turned over for development. - Up to 8 more acres may be dedicated based on future development. Future of the Watertower: - Water tower sits atop pollution pocket: it was always slated to come down. - Village will determine if it can be salvaged. - AR will provide the cost of demolition to the Village if we choose to salvage the tower. - AR will match up to \$1.35 million to either replace or refurbish the tower. - Village will run a public vote that will determine whether the tower is saved, replaced or removed, and whether the village should pay for this. Building 52 - Building 52 was the source of PCB pollution and sits on top of PCBs, adjacent to PCBs and is polluted internally with PCBs. - The parties agree that the demolition of Building 52 would effectuate remediation of soils contaminated with PCBs and other hazardous substances underneath and in the immediate vicinity of the building with minimum delay. - AR has submitted an application for a permit to demolish the structure. Quarry Park and Other Amenities - The Decree sets aside \$1.3 million dollars to restore and reopen Quarry Park and restore the trail to the waterfront. This will create the last significant available park in Hastings (until the waterfront is developed). - New Consent Decree maintains a Trust Fund of \$1.4 million, moving the requirement to spend it after the remediation. - It also sets aside \$50 thousand for the Historical Society to preserve and present the history of the waterfront. Other Clauses - Provides \$300,000 for costs associated with monitoring remediation and \$40,000 for our legal costs on negotiating this remediation. - AR will maximize use of barges and rail to transport materials from the site and bring equipment and material to the site. - Trenches for utilities will be overexcavated so they be maintained in the future without requiring more excavation. - AR is responsible for maintaining the bulkheads, sloped shoreline and cap for 100 years. The Village is responsible for planting and maintaining open spaces.	How the Shoreline will be treated: - Northwest corner will be bulkheaded at the river edge and engineered so it can support a ramp to a floating dock. - Rest of shoreline likely to be an armored, vegetated slope. - Small cafes, kiosks, & ticket booths are allowed along shoreline. - A thirty foot wide esplanade will run the length of the waterfront. - A kayak/canoe boat ramp will provide access to the river. - A public design effort for the shoreline will start in several months. What will happen on land: - Developable portion of site will be at least 11 feet above low mean sea level. - Will be engineered to allow developers to add another three feet. - Fill must allow for future pilings. - Buildings cannot exceed 65 feet in height. - All new buildings must be built at least 100 feet from water's edge (or 60 feet from the coves). - Wells or pools cannot be installed. - No single family detached homes. Dedicated Parkland: Of the site's 28 acres: - Northwest Corner (A) will be dedicated to Hastings as public land (2 acres). - An esplanade the length of the site (B) will be dedicated as public land (2.5 acres) - Another 1.75 acres of open space will be identified when it is ultimately turned over for development. - Up to 8 more acres may be dedicated based on future development. Future of the Watertower: - Water tower sits atop pollution pocket: it was always slated to come down. - Village will determine if it can be salvaged. - AR will provide the cost of demolition to the Village if we choose to salvage the tower. - AR will match up to \$1.35 million to either replace or refurbish the tower. - Village will run a public vote that will determine whether the tower is saved, replaced or removed, and whether the village should pay for this. Building 52 - Building 52 was the source of PCB pollution and sits on top of PCBs, adjacent to PCBs and is polluted internally with PCBs. - The parties agree that the demolition of Building 52 would effectuate remediation of soils contaminated with PCBs and other hazardous substances underneath and in the immediate vicinity of the building with minimum delay. - AR has submitted an application for a permit to demolish the structure. Quarry Park and Other Amenities - The Decree sets aside \$1.3 million dollars to restore and reopen Quarry Park and restore the trail to the waterfront. This will create the last significant available park in Hastings (until the waterfront is developed). - New Consent Decree maintains a Trust Fund of \$1.4 million, moving the requirement to spend it after the remediation. - It also sets aside \$50 thousand for the Historical Society to preserve and present the history of the waterfront. Other Clauses - Provides \$300,000 for costs associated with monitoring remediation and \$40,000 for our legal costs on negotiating this remediation. - AR will maximize use of barges and rail to transport materials from the site and bring equipment and material to the site. - Trenches for utilities will be overexcavated so they be maintained in the future without requiring more excavation. - AR is responsible for maintaining the bulkheads, sloped shoreline and cap for 100 years. The Village is responsible for planting and maintaining open spaces.	1. Precedent Site Visits (Oct 5th and Dec 8th 2016) 2. Public Meeting (Jan 18, 2017) Public Needs and Wants outlined as the following: Central Plaza • Ferry Terminal • Café/Restrooms • Optional Small Marina Passive recreation • Walk/bike trails • Access to natural areas Programmatic Elements • Boathouse/ kayaking • Playground • Flexible Lawn Natural Elements • Stormwater retention pond • Connection to existing creek South Site Programming • Beach • Fishing Pier/ Utilize Dolphins • Natural areas + Enhanced Ecology 3. Conceptual Designs (Feb 2017) - Precedents - Site plan sketches - Site plan renderings, sections, and perspective renderings 4. NYSDEC Meetings (Mar 13th and July 25th 2017) 5. Final Report, Plan and Renderings (June 6, 2018)
MAJOR ISSUES OF FUTURE DEVELOPMENT:		-100 year flood plain - most of the site is below 100 yr flood plain -Limited Access - Dock Street Bridge, Pedestrian Bridge at Train Station are only access points. Zinsser Bridge is owned by Metro North in poor state of repair. -Traffic - many intersections are at marginal levels of service and may be impacted by future development -Site Control and Phasing - long term plan must be incorporating for the souther 2 sites -Bulkheads - existing bulkheads must be repaired or rebuilt and then maintained, some of this work may be accomplished as part of environmental remediation, long term maintenance is expensive -Existing Foundations - existing slabs-on-grade and piles that support them remain, which may interfere with new construction and utility lines and would be expensive to remove without disturbing contaminated soil.		Constraints: 1. No buildings may be placed at the northwest corner of the Anaconda site 2. There is a 30-ft minimum continuous setback at river's edge, which was defined as Mean Low Tide 3. There is a minimum 100-ft continuous setback from river's edge, except at the two coves where a 60-ft minimum setback applies 4. There is a high contaminant concentration at the NW corner of the site which leads to no build restriction there 5. Several lead hot spots and contamination outliers exist throughout the site 6. Buildings are limited to a max height of 65 ft 7. 100-ft set back from Hudson River (60-ft from the coves) for any buildings Bridge Access Traffic Flow/Roads Service Infrastructure Shoreline Treatment Floodplain (regulations) and Grade Elevations (raising site elevations)		
ENVIRONMENTAL IMPACT AND REMEDIATION:		Environmental Impact and Fill/Remediation Required				
MARKET STUDY OR POTENTIAL OPPORTUNITIES:		Profitable Uses: Mid-rise housing Townhouse housing Senior housing/assisted living Break-even or high risk uses: Retail Offices Inn Non-profitable uses: Live/work space for artists and others Outdoor sales (retail, park) Inn (retail) Boutique industry (retail) Private recreation/health club (retail or housing, depending on the use) Theatres (retail) Excursion boats (retail) Museum/institute (retail) Other non-profitable uses: Conference Center Marina Boat Launch Ferries and Water Taxis Indoor Play Space		SUSTAINABILITY 1. Renewable energy in the forms of solar energy and wind power were studied, however, availability of space (roof and open sunny land) was limited, would require impacts to the ground (not recommended to do site disturbance), return on investment was at the time not significant enough for wind turbine, permitting issues, and would produce negative effects on ecology and wildlife. 2. Site and Street lighting kept to a minimum to prevent "dark sky." 3. Encouragement for the use of heat reducing hardscapes and permeable paving for drainage. 4. Gas lines will deliver natural gas and the main gas tank line should be located under the eastern perimeter road. ADDITIONAL OPPORTUNITIES/RECOMMENDATIONS: 1. Daylighting a portion of the stream that runs underground from the waterfall behind Cropsey Estate - using Yonkers as an example, would provide positive benefits such as pedestrian walkways, view preservation, storm water drainage and intrinsic beauty. 2. Bicycle Path Network: Committee recommended a dedicated bike path be developed from the dock street bridge all around the site, connecting to the recommended replacemement Zinsser Bridge. 3. Walking path		
PRELIMINARY ASSESSMENT OF THE IMPACTS:						
CAPITAL COSTS & REVENUES:		Proposed project would cost approx \$45 million (includes costs of creating 22 acres of parks and other public spaces as well as other public improvements and transportation improvements such as 2 pedestrian bridges) Final Community proposal suggested approx 250 units of market rate housing. The sale of these units at an average of \$500K each would generate about \$21 Million Gap of \$24 million between total capital costs for the complete build-out and the revenues generated by private development				
ANNUAL COSTS & REVENUES:		Major site-specific cost was the management of the parkland - estimated at \$0.50 cents a sq. ft. (Village currently spends ~\$0.14 cents a sq. ft.) Total of \$1.1 million will be generated in new property taxes from the proposed housing, office and retail development				

MATRIX OF PAST PLANS RELEVANT TO WATERFRONT (HASTINGS-ON-HUDSON)						
YEAR	1986	2001	2011	2015	2016	2018
PLAN TYPE	Harbor at Hastings Proposal	Waterfront Redevelopment Plan	Comprehensive Plan	Waterfront Infrastructure Committee Plan	Consent Decree	Shoreline Plan
SUMMARY COSTS:		Comprehensive waterfront redevelopment is expected to generate more than \$600,000 a year above and beyond any new costs associated with the development, including education, public safety, and management of a new park.				
IMPACTS ON SCHOOL SYSTEM:		Additional 60 children of various ages over the build-out time frame.				
IMPLEMENTATION OF THE PLAN:		<p>At the time it was assessed that there would be no impact to the school system with this increase.</p> <p>Remediation: BP/ARCO Site - AERL assumed responsibility of cleanup and costs, Uhlich/Mobil Site - denied liability and cleanup, therefore sites will need NYS Superfund monies which were depleted at the time and not re-appropriated. Because all major sites are Class 2 Hazardous Waste Sites, brownfields funding is not available if the Village takes title. Therefore no incentive for the Village to acquire properties before they are remediated unless there is an agreement that would release the Village of liability for cleanup. Suggested that the Village looks into this option as a potential path.</p> <p>Institutional Controls: if a private party or redevelopment agency takes title to the property, ARCO might provide a trust fund for the future maintenance of the bulkhead and the oversight of land use controls; where the money would reside and who would be responsible for it must be resolved.</p> <p>Stable ownership: Stable long-term owner would be preferable over a succession of private owners for proper maintenance over time.</p> <p>Liability: Liability for remaining contamination is an obstacle to private development. Environmental Liability Insurance may make ownership more palatable to a private developer or other third party.</p> <p>Establish Land Use Regulations: the Village should continue the local planning process and create a regulatory plan to guide redevelopment of the waterfront.</p> <p>Complete the Local Waterfront Revitalization Program (LWRP) Develop Design Standards Revise and Map Waterfront Zoning Additional Regulatory Considerations - such as additional land tools or techniques (ex. Planned Unit Development PUD District for the 3 properties that could have special taxing authority, such as tax increment financing, of that could levy a surcharge over a number of years to pay for the infrastructure. Transfers of density or development rights could be used to compensate owners whose properties are designated as non-profit generating uses, such as parkland.</p> <p>Investigate Development Options A Private Developer or more (through RFP process) - not recommended The Empire State Development Corporation (ESDC) - not looking for new financial obligations at the time General Municipal Authority to Renew and Revitalize Distressed Areas - contentious process and takes a long time (i.e. Urban Renewal Agency set up by the Village to designate qualified developers)</p> <p>A Local Development Authority (LDA) - an entity to operate parallel to and in tandem with the Village govt. Funding through state and foundation grants. At completion it could turn into public/private partnership for the operation and programming of the public spaces. Would operate with a small staff and contract out much of the work.</p>				
RECOMMENDATION / FINAL RESULT:		<p>RPA recommends LDA option based on this plan</p> <p>Examples: Battery Park City (by Battery Park City Authority), Brooklyn Bridge Park (by Brooklyn Bridge Park Development Corporation)</p> <p>Examples similar to HOH: Glen Gove, LI (by local Community Development Authority)</p>	Adopted by the Village Board July 19, 2011	<p>1. Rudimentary site plans were produced illustrating opportunities and recommendations above - linear scheme preferred to a node scheme.</p> <p>2. Planning should accommodate a variety of on-site circulation types: pedestrian, bicycle, passenger vehicles touring the site or heading to a destination, delivery trucks, and service / emergency vehicles.</p> <p>3. Public access to the shoreline should be continuous and uninterrupted - highest priority.</p> <p>4. Development should be toward the eastern part of the site to provide uninterrupted access to and views of the Hudson River and the Palisades. The primary service access road should run in a north/south orientation adjacent to the railroad tracks, providing direct access to areas designated as developable. Primary infrastructure pathways should be under the primary access road.</p> <p>5. Infrastructure pathways should be below grade, straight, maintainable and upgradable, installed in such a manner as to eliminate the need to penetrate the cap to make connections for future development and construction.</p> <p>6. Sustainability and resiliency measures should be built into the infrastructure.</p>	<p>NYSDEC Feedback</p> <p>1. Structures (e.g., docks, boathouse) would require permit review and approval - set back 50 ft from shoreline</p> <p>2. Restricted public access around recovery wells/pump house - Public access would require posting a public advisory along the walkways and piers to discourage fish consumption</p> <p>3. Mitigation preference = - intertidal marsh within north and south coves - Utilize excavation areas for intertidal marsh creation</p> <p>4. Break up linear shoreline</p> <p>5. Minimize riprap on slopes</p> <p>6. Minimize stone sill/wave break</p>	
ADDITIONAL ANALYSIS BY RICHARD BASS:	<p>- 36,084 acre site (27,282 upland acres and 8,802 acres below water; the Infrastructure Plan had 26.65 upland acres); did not include southern parcels - 622 dwelling units - 27K SF retail/commercial - 200 seat/7,400 SF restaurant - 76K SF sports/tennis facility -Development alternatives reduced dwelling units with an increase in commercial SF - 1,217 parking spaces - 4.94 acres waterfront park/walkway - 4.59 acres private open space - Road system: straight road along rail tracks and curved road on western side</p> <p>I have Vol. 1 of the FEIS, which we can use for historical comparison. Though I quickly skimmed the FEIS, the proposed building heights don't leap off the page; I found a vague reference to 7 levels of housing above parking, without building height.</p>	<p>- Promote mixed use development - Preserve views, river should not be visually walled off from upland - Provide public access - Preserve Historic Character (commentary: everything is demolished) - Insure viable and sustainable development - Create pedestrian friendly environment - Integrate new development with upland Village</p> <p>Assumptions</p> <p>- No cost associated with acquiring the land (commentary: the 42 acres will not be given free to the Village) - \$45 million development cost, offset by selling 250 market rate units @ \$500K each (\$21 million) - Housing tax revenue would generate more than \$600K/year more than costs for incurred by the Village (commentary: projected 60 additional students from 250 units was significantly under-estimated) - 250 units plus mixed of other uses would generate a development of approximately 300+K SF, with 400+ parking spaces (commentary: no definition of size of units, i.e., studio, 1, 2 or 3 bedrooms, so I assumed 1K/unit average and 1.5 cars/unit average) - Because the Village was undertaking the development, source of funding was needed (commentary: this approach should not be needed in a developer driven project)</p>	<p>- Waterfront was included in Large Tracts discussion - Protect and enhance environmental sensitive areas - Restrict development adjacent to the Hudson - Continue RiverWalk on Hudson - Rezone waterfront to enhance future tax rates - Include fiscal impact analysis in SEQR process - Develop a form-based code for Waterfront - Waterfront zoning should be sufficiently flexible to permit various uses - Install infrastructure as site is remediated - Maximize public enjoyment of the Waterfront - Create promenade along river - Encourage interim uses - Ensure environmentally smart development - Preserve public views of river, Palisades and NYC skyline - Preserve historical architectural features (commentary: only water tower remains)</p>	<p>- Shoreline access highest priority - Linear scheme was preferred to a node scheme - Village wide survey identified recreational uses, such as quiet/reflective, picnicking and nature trails - Bridge access: improve north and create south - Road placement: two primary roads—one meandering (middle of site) and one more urban on the east side of the site to carry bulk of service traffic - Additional fill should be added to meet 100-year flood. - Use solids/voids approach to the site, reducing the 42-acres to approx. 25-acres - 30' shoreline setback would be 3.44 acres - No build 100' zone would be 10.04 acres - No build NW corner and other hot spots would be 1.26 acres - Other easements would be 1.13 acres - Leaving approximately 25.75 acres or 1,121,670 SF - Assuming 15% lot coverage or 168,250.5 SF, leaving the remainder of the site for open/recreation space, roads, etc. (commentary: just to give an idea of development potential - assuming maximum 5 stories, 65' maximum to existing elevation, is 841,252.5 SF; 3 stories would be 504,471.5 SF).</p>	<p>- Provides graphic articulation of waterfront walkway, shoreline treatment - acreage per Figure 16: NEA: 1.91 AC, 30' pathway/Boat House=2.95 AC, New vegetated shoreline/wetland mitigation (includes entire shoreline to 2.2' amsl)=3.15 AC</p>	
ADDITIONAL REPORTS						
	2004 Waterfront Implementation Strategy	http://hastingsnyarchive.vt-s.net/Pages/HastingsNY_DocumentLibrary/wisaa.pdf				
	2007 DRAFT LWRP Plan	http://hastingsnyarchive.vt-s.net/Pages/HastingsNY_DocumentLibrary/lwrpfull.pdf				
	2007 Transportation Plan and Pedestrian Enhancement and Complete Streets Policy adopted by the BOE October 2014	https://www.hastingsgov.org/sites/hastingsonhudsonny/files/uploads/trans.pdf				
	2016 Long-Range Plan for Strategic Management of Parks and Recreation Assets	https://www.hastingsgov.org/sites/hastingsonhudsonny/files/uploads/16recreationplan.pdf				
	2017 Scenic Hudson's Revitalizing Hudson Riverfronts - The Hastings Experience	https://www.hastingsgov.org/sites/hastingsonhudsonny/files/uploads/revitalizing_hudson_riverfronts-the_hastings_experience.pdf				
	2018 R1: 9 Active Transportation Conceptual Design Plan	https://www.hastingsgov.org/sites/hastingsonhudsonny/files/uploads/route_9_complete_drawings_5-10-2018.pdf				

Zoning Authority of Villages in New York.

The New York Court of Appeals has called zoning one of the most important powers of local government, and one of the least limitable.

- The power to adopt zoning is delegated to villages by the State Legislature.
 - This legal authority is part of the State's Police Power to adopt legislation to protect the public health, safety, welfare, and morals.
 - The courts interpret these public interests very broadly.
- There is no obligation to change zoning.
 - Such a decision is within the discretion of the local legislative body: the Board of Trustees.
 - The Board may exercise that discretion to accomplish a police power objective or to ensure that its zoning does not deprive the owner of all economic value.
- Courts defer to zoning decisions of the Board of Trustees.
 - They are presumed to be constitutional and otherwise valid.
 - The burden of proving their invalidity is on the challenger.
 - This requires a showing that the challenged zoning is arbitrary and capricious.
 - Any rationale that demonstrates the public interest served by the zoning will save it from this challenge.
- Zoning must be consistent with the Comprehensive Plan.
 - Judicial rules construing this requirement are very flexible.
- Zoning decisions are subject to environmental impact review.
 - The Board of Trustees will be responsible for environmental review.
 - Generally, this requirement will be met by adopting a Generic Environmental Impact Statement.
 - The costs of completing a GEIS can be charged to developers whose properties are subject to it on a pro-rata basis supported by any reasonable rationale.
 - If the environmental impacts of subsequent development proposals are covered adequately in the GEIS, those proposals may not require further environmental review.
- Zoning must not deprive the property owner of all economically beneficial use of its property.

APPENDIX E

Stakeholder Groups	
Village Staff and Departments	
Department of Public Works (DPW)	
Police Department	
Fire Department	
Parks and Recreation Department	
Volunteer Ambulance Corps	
Village Manager	
Village Attorney	
Building Department	
Youth Advocate	
Youth Council	
Boards and Commissions/Committees	
Board of Trustees	
Planning Board	
Zoning Board of Appeals	
Conservation Commission	
Architectural Review Board	
Waterfront Infrastructure Committee	
Transportation Working Group	
Shoreline Advisory	
Advisory Committee for the Disabled	
Affordable Housing Committee	
Senior Citizen Advisory Board	
Comprehensive Plan Committee	
Comprehensive Revision Committee	
Parks and Recreation Committee	
State Agencies	
NYS Department of Transportation (DOT)	
NYS Department of Environmental Conservation (DEC)	
DEC Remediation Harbor on Hudson	
DEC Remediation Tappan Terminal	
DEC Marine Resource Estuary Program	
DEC Fish and Wildlife	
NYS Department of Health (DOH)	
NYS Department of Education (DOE)	
NYS Thruway Authority	
Metropolitan Transportation Authority (MTA)/Metro-North Railroad (MNRR)	
NYS Department of State	
Federal Agencies	
Army Corps of Engineers	
Westchester County	
DPW/DOT (Bee Line)	

Department of Environmental Facilities (DEF)
Planning
Office of the County Executive
County Legislators
Parks Department
Adjacent/Other Municipalities
City of Yonkers
Village of Ardsley
Town of Greenburgh
State Elected Officials
Other Village Projects/Consultants
Riverkeeper
Scenic Hudson
Economic Dev. & Small Business
Downtown businesses
Chamber of Commerce
Westchester County Economic Development
Business Council of Westchester
Westchester County Association
Empire State Development
Commercial business landlords and tenants
Community Organizations/Non-Profits/Cultural Institutions
Hastings Historical Society
Hastings-on-Hudson Public Library
Village Arts Commission
Education
Board of Education
Schools
Day care centers
Religious Organizations/Institutions
Site Area Owners/Developers
BP ARCO/SunCal
Exxon/Mobil
Argent Ventures
Adjacent Property Owners
Marina
Zinsser Parking Lot
Tennis Club/Forth North
Harvest on Hudson
Former Ridge Yacht Club

APPENDIX F

Stakeholder Engagement Elements and Outreach Tools

Appendix F lists methods for engaging stakeholders in a public process, as well as notification and outreach tools and techniques for effective stakeholder communication. It is expected that the consultant team will include many, if not all, of these elements and techniques in the public engagement process for the waterfront site plan and rezoning effort.

STAKEHOLDER ENGAGEMENT ELEMENTS

This section lists various methods that the consultant team can use to engage stakeholders.

Village Staff & Board Briefings or Interdepartmental Meetings

The process should involve as many Village staff and board members as possible for short presentations and facilitated dialogues. This will facilitate their feedback regarding key land-use issues and also equip them to answer questions about the site plan and process as they interact with members of the public during the weeks leading up to and after public workshops.

Public Workshops

Each public workshop should begin with a presentation of technical findings or updated information based on analysis and community feedback. Public workshops should also include “hands-on” exercises, facilitated discussions, questionnaires, and other exercises that help gather public sentiment and feedback. Workshops should encourage active public participation, rather than solely requiring community members to listen passively to a presentation. After each public meeting, public comments should be transcribed into a summary associated with each meeting. This summary should be posted on the Village’s website for future reference and sent to all participant e-mail addresses recorded on workshop sign-in sheets.

Stakeholder Interviews

To help establish awareness, the consultant team should interview various identified stakeholder groups and should identify and target stakeholder groups directly involved in land-use issues for more in-depth participation and interviews. There is no necessary minimum number of stakeholder interviews.

Online Survey

An online survey should be used at strategic moments of the process to gather comments on provided technical information or to help prioritize actions or strategies that will further the rezoning effort.

Engagement Poster Boards

The consultant team can place poster boards in strategic locations around the Village, asking residents key questions about the rezoning initiative. Residents could simply write responses directly on the poster board while waiting in line for coffee or they could place stickers on specific

visual graphics that represent something they might like to consider for the area. This is a great way to gather quick feedback from residents who may not traditionally get involved, and it might attract new residents to future workshops.

Village Community Events

Upcoming community events that residents attend, such as community music performances, street fairs, or parades, present an opportunity to place a marketing table that provides information to citizens regarding the waterfront site plan and upcoming public workshops, as well as distributes surveys. Furthermore, staff at the table can solicit input from residents.

Interagency Meeting

The consultant team could establish an interagency roundtable to bring awareness to the process and to solicit information about ongoing initiatives or funding sources that could help the Village create a successful implementation strategy for the Strategic Plan. Involving these partners early will ground the rezoning initiative in the fiscal realities of the current market, infrastructural constraints, and environmental constraints. This effort should include the NYS Department of State (DOS), NYS Department of Conservation (DEC), the US Army Corps of Engineers, relevant County and State Departments, NYS Department of Transportation (DOT), the New York State Energy Research and Development Authority (NYSERDA), the New York City Metropolitan Transportation Authority (MTA), the Metro-North Railroad (MNRR), and representatives from adjacent communities and other relevant agencies.

Unconference

An “unconference” is an educational event or series of talks from experts addressing the range of issues relevant to the rezoning effort, including market conditions, sea level rise, affordable housing, and multi-modal transportation. These talks could be inspirational and facilitate exploration of innovative approaches.

NOTIFICATION AND OUTREACH TOOLS AND TECHNIQUES

This section lists various tools and techniques that the planning consultant can use to communicate with stakeholders.

Postcard or Flyer: Save the Dates

Immediately upon fixing public workshop dates, the consultant team can handout and email a postcard to stakeholders, using a contact list created for communication purposes, that advises stakeholders to save the dates for upcoming workshops. Save The Date cards can also be handed out at meetings and left in public locations, such as libraries, stores, and other places announcements are posted. Sometimes these announcements are inserted in official mailings, like water bills.

Village Website

The Village’s website should present additional information about the waterfront site plan and rezoning initiative, the public process, and what residents can do to participate. The website should be an interactive, online forum, designed for the initiative, where community members

can provide input. Additionally, the Village's website should be updated regularly with pictures, maps, and reports as these become available throughout the process. A list of upcoming dates and events should be prominently posted, along with a brief description of each public event during the planning process. At a minimum, the website should include:

- A description of the zoning process.
- A project timeline.
- Interim and final documents and presentations.
- Community announcements.
- Surveys.
- News and information about public outreach and community workshops.

Social Media

The consultant team should use Facebook and Twitter to publicize the initiative, advertise public events, and keep people updated on the planning process. The consultant team should use social media to energize residents about upcoming events.

Invitation Letters

Formal letters of invitation should be mailed to a select list of stakeholders, organizations, appointed board members, and elected officials at all levels (Village, nearby municipalities, County, and State). These letters should use the Mayor's or another high-ranking official's formal Village stationery and should be individually signed if possible. Letters should include basic information about the waterfront site plan and rezoning initiative and be brief. In the letter, the Mayor should state that he is personally planning to participate but needs the addressee's help. The letter should include a project schedule, boldly highlighting the specific events that the addressee should attend, and letters should be mailed two to three weeks prior to the public workshop if possible.

Flyer Announcement

The consultant team should create a multipurpose, printed flyer to distribute at events and include with interested organizations' newsletters, etc. Like the Save the Date card, this flyer should include minimal text but should communicate basic information and spark interest. Flyer design should be as creative as time and budget allows, although the flyer need not be elaborate. The team should display the flyer at other community events leading up to the public workshops and should distribute flyers in schools, grocery stores, and other public settings. Flyers could even be placed on pizza boxes through local restaurants.

Public Service Announcements

Public service announcements in newspaper, television, and radio outlets can be an effective, low-cost method for informing people about workshops. Most media outlets maintain calendar lists of community events and keep deadlines.

Cable Channel/Video

The consultant team can announcement events on the local government public-access channel

on cable TV. Broadcasts can include taped presentations to the Planning Board or Village Board of Trustees, taped lectures, or recorded talk-show-format shows in which leaders describe why they think the project is important, review basic urban design principles, and so forth. Some systems air a bulletin board screen between shows where announcements can be posted. Some may have the capacity to film and broadcast a public workshop.

Announcements by Clergy

If appropriate, pastors and rabbis can make pulpit announcements describing upcoming workshops.

Banners

Banners strung across streets can announce key dates and locations.