



WATERFRONT REZONING STRATEGIC PLAN

Village of Hastings-on-Hudson

November 7, 2018

WATERFRONT REZONING COMMITTEE

Zoning recommendations that will restore the health and vitality of the Village's historic waterfront.

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BACKGROUND

The Village of Hastings-on-Hudson Board of Trustees appointed the Waterfront Rezoning Committee (“WRC”) to help create a new zoning district for the waterfront property located west of the railroad tracks that is currently zoned General Industrial (GI) (the waterfront site), as well as other relevant waterfront areas. To assist this rezoning initiative, the WRC will first engage in a planning exercise to determine a preliminary site plan for the waterfront site and then recommend appropriate zoning for the site based on this plan. The rezoning initiative will include an economic and environmental impact analysis and involve Village residents, stakeholders, and developers in the process. This background section presents the WRC’s mission, a description of initiative deadlines and deliverables, and relevant history of the waterfront site.

WRC Mission

The Waterfront Rezoning Committee’s mission is to develop recommendations that will restore the health and vitality of the Village of Hastings-on-Hudson’s historic waterfront. The WRC aims to ensure that the Hastings community is represented in this process and that this effort fosters a diverse, prosperous, and environmentally resilient future.

Rezoning Initiative Deadline

The WRC is expected to submit the *proposed zoning language* by February 28, 2020. An environmental impact review will be completed after this date.

WRC Deliverable

The WRC will first produce the waterfront property site plan and proposed zoning language for Trustee review. Following this, the associated State Environmental Quality Review Act (SEQRA) environmental impact review will be conducted. The Board of Trustees then will accept, review, and formally adopt the proposed zoning language following the required public process. Communications with the full Board of Trustees shall be conducted in regularly scheduled meetings and communications with the full WRC shall be conducted with the WRC in its regularly scheduled meetings. If time and resources permit, the WRC also will generate a local waterfront revitalization program (LWRP) plan. Tasks for this waterfront rezoning initiative are outlined in phases below (for more details, see the WRC Strategic Plan that follows the background, project goals, and research and methodology sections below):

PHASE ONE

TASK: PROCURE CONSULTANT TEAM

PHASE TWO

TASK: DESIGN STAKEHOLDER ENGAGEMENT PLAN

TASK: REGULATORY ANALYSIS

TASK: SITE ANALYSIS & SITE MAP

TASK: MARKET DEMAND ANALYSIS

TASK: TRANSPORTATION, ACCESS, AND PARKING STUDY

TASK: INFRASTRUCTURE STUDY

PHASE THREE

TASK: SITE PLAN

TASK: CREATION OF WATERFRONT ZONING LANGUAGE

TASK: ENVIRONMENTAL IMPACT STRATEGY MEMO

PHASE FOUR

TASK: ENVIRONMENTAL IMPACT REVIEW

Waterfront Site History

For purposes of the waterfront rezoning initiative, the “Site,” is defined as the 42-acre waterfront site bounded by the tennis courts on the north, the retired Zinsser bridge on the south, Metro North railway tracks on the east, and the Hudson River on the west. The waterfront was once heavily industrialized and a source of thousands of jobs but 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 are split approximately evenly between Exxon/Mobil, which owns the western seven acres of the Site, 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 joint properties have been largely remediated with long-term groundwater monitoring. This 14-acre site is transitioning toward the end of its clean-up process.

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 WRC’s proposed 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 the waterfront, 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.

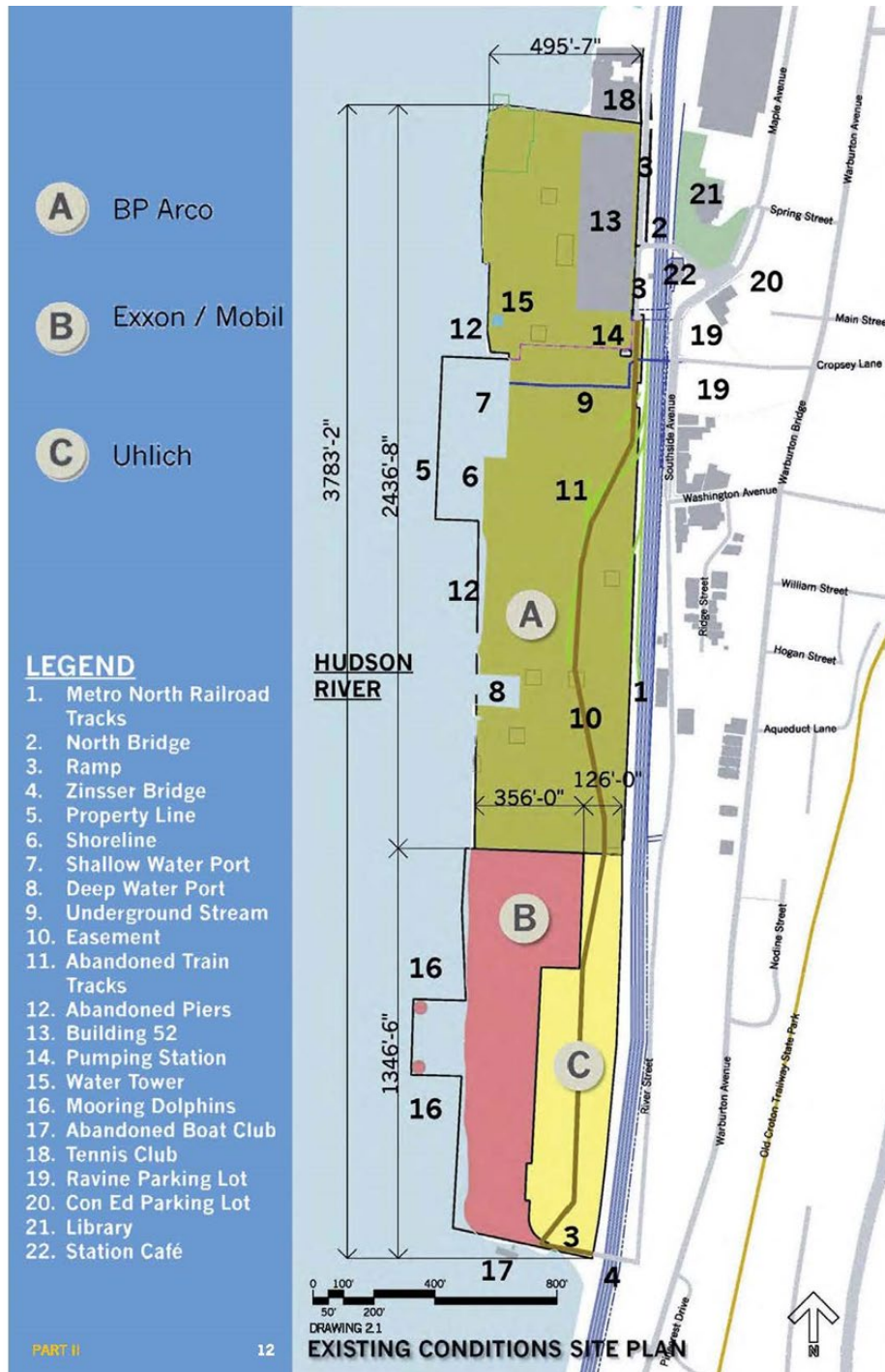
BP Arco is creating a detailed engineering design of this cleanup and will submit a Draft to DEC for approval in 2019. Once DEC approves the final engineering design, the full site remediation can begin. At this time, it is unknown when DEC will accept the final report, but the WRC anticipates this will occur sometime in 2019. Full remediation of the entire site likely will take between four and fifteen years to complete and may be completed in stages. Once the remediation is complete, long-term monitoring will be installed to ensure the cleanup success. BP Arco is seeking a company to both perform the remediation, as well as the subsequent property development, and has been engaged in discussions with several large property developers. They have preliminarily selected Suncal, a developer based in California. BP Arco's developer selection process prompted the WRC'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.

Planning discussions around the future of the waterfront site have occurred at several points over the last two decades. 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 the Village's LWRP, a document that the Village did not enact but that provides some relevant 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 Waterfront Infrastructure Committee issued a comprehensive document in 2015 that examined the Consent Decree, determined where future development likely would be located, and suggested locations for roads and infrastructure. Finally, the Shoreline Advisory Committee 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. The Shoreline Advisory Committee document will 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 site 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 WRC to create the new zoning for the waterfront parcel. The Site's current zone General Industrial (GI) was appropriate for past industrial uses but may no longer support the Village's desired future waterfront uses and the economic reality of local labor and energy

markets. To facilitate desired development, the Board of Trustees has provided the WRC with the planning resources and authority to create proposed zoning language for desired waterfront uses.



Site Map Source: Waterfront Infrastructure Plan

PROJECT GOALS

This waterfront rezoning initiative offers an opportunity to create a sustainable and implementable site plan for the Village's waterfront. The dynamic and detailed nature of the project scope enables the WRC to create a truly sustainable-development site plan that is environmentally conscious, economically viable, community-supported, and implementation ready. The strategic plan below (the Strategic Plan) details the process and tasks for developing the waterfront site plan and proposed zoning language. The Strategic Plan adheres to the following three essential goals from the Village Comprehensive Plan, as well as objectives from other relevant Village documents:*

- Foster Economic Development.
- Promote Environmental Sustainability.
- Protect and Enhance community character.

*See the *Matrix of Past Waterfront Development Plans* in Appendix B for other goals and objectives from previous planning efforts.

RESEARCH AND METHODOLOGY FOR STRATEGIC PLAN DEVELOPMENT AND DISSEMINATION

This section describes the WRC's background research that informed the Strategic Plan, the methodology for the plan's development, and how the WRC will engage and educate the public to disseminate the Strategic Plan.

Strategic Plan Background Research

To inform the Strategic Plan below, the WRC conducted site visits and interviews with stakeholders. The WRC also conducted a preliminary review of core documents, including the [2001 Waterfront Redevelopment Plan](#), [2011 Comprehensive Plan](#), [2015 Waterfront Infrastructure Committee Plan](#), [2016 Presentation on the Consent Decree](#), [2018 Shoreline Plan Presentation](#), and other relevant planning documents. Summaries of key research findings are included in the *Matrix of Past Waterfront Development Plans* in Appendix B. The WRC also reviewed other waterfront projects, including projects in the Villages of Sleepy Hollow and Tarrytown, as well as targeted redevelopment in New York City and Jersey City, to learn how these projects have proceeded through the planning and development process.

Development of Strategic Plan

To develop the Strategic Plan, the WRC hosted two workshops with key stakeholders, including government officials, land use board members, Village staff, and members of relevant committees. The first workshop educated participants regarding the Village's significant legal power to control waterfront development (See Appendix C). Examples of successful planning, zoning, and financial techniques were also discussed. The second workshop gathered initial technical input regarding specific studies and tasks necessary to develop the zoning and inform the Strategic Plan. The WRC then created the Strategic Plan below based on the information gleaned from this process and hosted a public educational session to share the results with the community at large.

Dissemination of Strategic Plan

Prior to engaging a consultant, the WRC will undertake continued public engagement and education primarily focused on disseminating the Strategic Plan. This effort may include:

- Written Resources
 - A one-page informational handout that highlights the WRC's website and how to access the Strategic Plan, to be distributed at key Village locations, such as the library, coffee shop, schools, etc.
 - Feedback cards that offer community members an opportunity to share their ideas and contact information with the WRC.
- Targeted Onsite Informational Tables and Presentations at the following locations:
 - Village Farmer's Market
 - Fall/Winter Village Events
 - Community Center
 - High School
 - Train Station

WATERFRONT REZONING COMMITTEE STRATEGIC PLAN

In line with the goals and objectives outlined above, the team, which will include the WRC in partnership with interested stakeholders and engaged consultants, will undertake the following tasks to produce a site plan and proposed zoning language for Trustee review. Each task identifies who will lead the effort and the stakeholders who should be involved. The tasks are divided into four phases. In Phase One the team will identify resources and select and procure the consultant team. The studies in Phase Two will include regulatory and site analysis and transportation, market, and infrastructure studies. Phase Three will focus on site plan development and drafting the zoning that will provide landowners with a clear pathway to redevelopment. Finally in Phase Four, the team will conduct the environmental impact review. This phase will include broader impact analysis within the framework of the State Environmental Quality Review Act (SEQRA). See Appendix D for the Strategic Plan Timeline. Each phase and its tasks are described in detail below.

PHASE ONE:

TASK: PROCURE CONSULTANT TEAM

Identify and Secure Resources

The Board of Trustees and WRC must identify and allocate funds for this effort. These funds are expected to be largely spent on consultant services that will support the WRC in structuring the process, running public meetings, and assisting with drafting the site plan and proposed zoning language. The Board of Trustees will develop a fund of \$300,000 for the first three phases of the planning effort. The cost of Phase Four, Environmental Impact Review, will ultimately be borne by the developers through the use of a Generic Environmental Impact Statement (GEIS) or another arrangement or means. It is essential that the Strategic Plan be scaled to the available resources and that the tasks be prioritized accordingly.

Consultant Team Selection

The WRC, with support and approval from the Board of Trustees, Village Manager, and Village attorney, will select and procure the consultant team. The consultant selection process will include defining requirements and criteria for selecting a consultant, creating a request for proposals (RFP), and finally selecting a consultant team for the project. The consultant team will help develop the proposed site plan, financial models for assessing the site plan, and final proposed zoning language as outlined in the Strategic Plan below. The consultant team will help the WRC engage stakeholders throughout these efforts. A subsequent process will be undertaken to identify consultants for Phase Four of this effort, which is focused on an environmental impact study.

To solicit potential consultants, the WRC will release an RFP, requesting interested applicants to submit proposals to WRC for consideration. The RFP criteria will be based on the tasks outlined below in this Strategic Plan.

The RFP should solicit information necessary to evaluate a potential consultant's expertise and should contain background information about the waterfront rezoning initiative, a suggested scope of services,

a description of the character of the area, submittal details, and a request for a description of the consultant's previous related planning efforts or work. Based on the range of required services, the selected consultant must consist of a multi-disciplinary team with deep expertise in advancing complex development plans to implementation. The integrated consultant team must include implementation experts, and the RFP must be tailored to the budgeted resources.

WRC will use the following outline when developing the RFP:

- Project summary
- Deliverable submission requirements based on tasks outlined in the Strategic Plan, including reports, analysis, recommendations, supporting diagrams and wireframe drawings, and modified zoning text that is legally vetted
- Background
- Goals
- Experience & qualifications
 - Should show that respondent successfully worked with similar developments and include competency in residential, commercial, and manufacturing development
 - Should include respondent's portfolio showing successful outcomes in similar projects with a focus on superfund sites
- Key personnel
- Necessary expertise
 - Real Estate Development
 - Planning and Urban Design
 - All forms of zoning, including form-based codes
 - Architectural design guidelines
 - Community engagement
 - View corridor preservation
 - Bicycle, pedestrian, and vehicular circulation planning
 - Sustainable building practices
 - Public spaces and access issues
 - Resilient waterfronts
 - Civil engineering
 - Large structures on and over water
 - Transportation
 - Water resources and stormwater management
 - Sanitation
 - Financial
 - Feasibility analysis
 - Tax Revenue analysis
 - Economic impact analysis
 - Density assessment
 - Legal
 - Tax law
 - Environmental law

- Zoning law
- Transactional law

PHASE TWO:

TASK: DESIGN STAKEHOLDER ENGAGEMENT PLAN

Stakeholder engagement is a vital component of the Strategic Plan. 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 culminate in community ownership of the final site plan and zoning. In addition to obtaining public input, facilitators will use the engagement process to educate the public about the key technical deliverables, specific conclusions to ensure community support for the final development framework. Stakeholder engagement not only maximizes public input but also creates an inclusive, transparent, and educational planning process.

It is important to establish a plan and strategy for public outreach to maximize community involvement. The consultant team must design and implement a comprehensive stakeholder engagement process that ensures broad inclusion of all stakeholder groups in each stage of the planning process. 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, including community events, online surveys, 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. In addition, the consultant team and the WRC stakeholder engagement subcommittee 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 desired engagement techniques, see Appendix F Stakeholder Engagement Elements and Outreach Tools. It is expected that the consultant team will include many of the elements and

techniques listed in Appendix F in the public engagement process for the waterfront site plan and rezoning effort.

Site Area Landowners and Developers Engagement and Protocols

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, so their input in the planning process should be solicited. The deliverables listed below indicate appropriate timing for official stakeholder interviews of Site Area Landowners and Developers. The consultant team 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 team should invite them to participate in all public outreach events regarding the development of the waterfront area.

In addition to official stakeholder interviews, the Village may occasionally engage with the Site Area Landowners and Developers. To ensure a transparent and coordinated effort, participants at these meetings must adhere to the following protocols. Prior to the WRC's submission of proposed rezoning language to the Board of Trustees, informal meetings regarding the Site's redevelopment may take place. Site Area Landowners and Developers should contact the Mayor to request these meetings, or the Mayor may initiate these meetings. Then, the Mayor and/or one other trustee may meet with the landowners and developers to answer questions and gather input. Village staff and WRC members should be invited to attend to ensure they are fully informed regarding these communications.

- **Deliverable: Stakeholder Engagement Plan**

TASK: REGULATORY ANALYSIS

The consultant team, with support from the WRC and relevant Village staff, will supplement the completed 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. The consultant team should apply regulatory requirements to the design process. This analysis should build on the preliminary review of core documents in the *Matrix of Past Waterfront Development Plans* in Appendix B and establish and prioritize the core values that will guide the rezoning and reflect the complicated regulatory history.

For this regulatory analysis, the consultant team should review the existing General Industrial (GI), Marine Waterfront-A (MW-A), and Marine Waterfront-B (MW-B) districts; the 2001 Waterfront Redevelopment Plan; the 2011 Comprehensive Plan; the 2015 Waterfront Infrastructure Committee Plan; the Consent Decree; and the 2018 Shoreline Plan. Additionally, the analysis could include other documents with relevant information, such as the [Record of Decision](#), the 2007 [Draft Local Waterfront Redevelopment Program](#), and the [Long-Range Plan for Strategic Management of Parks and Recreation Assets](#).

Specifically, the consultant team 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 and bulk regulations
- 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:
 - Recreational water uses
 - Commercial water uses
- Restrictive covenants and easements, including:
 - Use restrictions
- Public access
- Affordable housing requirements (see Village Code, Section 295-133.1 Affordable Housing Set-Aside)
- View corridor regulations for:
 - 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, as outlined in the Stakeholder Engagement Plan from Task 1.

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

TASK: SITE ANALYSIS & SITE MAP

The consultant team, 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 through zoning, environmental, and engineering analyses. The team should also focus on examining linkages between the Site and 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 (Current owner Suncal)
- Uhlich site (Current owner Argent Ventures)
- Exxon/Mobil site (Current owner)
- 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
 - South Street properties, including Village Department of Public Works (DPW) site

In addition to a narrative assessment of existing conditions, the consultant team, 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.

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, as outlined in the Stakeholder Engagement Plan from Task 1.

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

TASK: MARKET DEMAND ANALYSIS

The consultant team, with support from the WRC and relevant Village staff, will undertake a market demand analysis. An economic impact analysis and fiscal impact analysis will be conducted in Phase Three to assess the impacts of the proposed Site Plan scenarios (see below).

In the market demand analysis, the consultant team's economist should evaluate the amount and kinds of real estate development that could be supported in the Site over the short, medium, and long term. 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. In addition, the analysis should gauge the project's potential to attract increased visitor volumes for tourism or recreation purposes. The market demand analysis should result in clear determinations of the highest and best use for key parcels within the Site.

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, as outlined in the Stakeholder Engagement Plan from Task 1.

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

TASK: TRANSPORTATION, ACCESS, AND PARKING STUDY

The consultant team 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 team 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, only one bridge and limited road access connects the waterfront site to neighboring areas. The study should evaluate opportunities to expand connections, such as possible road access through property at the south end of the Site, the Metropolitan Transportation Authority's (MTA) condemned bridge at the south end of the site, and pedestrian bridges. Also, the study should examine how Site development will impact commuters, the existing train station, and downtown parking availability.

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, as outlined in the Stakeholder Engagement Plan from Task 1.

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

TASK: INFRASTRUCTURE STUDY

The team 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 team should identify assets and constraints related to water, sewer, power, data infrastructure, school infrastructure, sanitation, 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 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, etc.

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, as outlined in the Stakeholder Engagement Plan from Task 1.

- **Deliverable: Draft Infrastructure Study Supplement to 2015 Waterfront Infrastructure Committee Plan**
- **Deliverable: Stakeholder Interviews with DPW, Police, Fire, Ambulance Corp, Westchester County Department of Environmental Facilities, and Westchester DPW**
- **Deliverable: Village Interdepartmental, Board of Trustees, and WRC Meeting #1**
- **Deliverable: Public Workshop #1**
- **Deliverable: Final Infrastructure Study**

PHASE THREE:

TASK: SITE PLAN

Based upon the stakeholder input, regulatory analysis, site analysis, market analysis, and transportation and infrastructure studies conducted in Phase Two, the consultant team must 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 team should create a table summarizing the total amount and types of land uses projected for build out. The consultant team will then use these land use projections to analyze the economic, fiscal, and traffic impacts for each scenario.

Using economic modelling software such as IMPLAN, the consulting team should conduct an economic impact analysis to estimate each scenario's long-term economic impacts on factors, such as construction employment, permanent employment, household income, consumer spending, and multiplier effects. Additionally, the consultant team's economist should prepare a fiscal impact analysis for each scenario, estimating 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, State, and Federal, 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 based on costs, possible developer contribution, revenue opportunities, and a non-profit management option. There are ways to ensure that a park is self-sustaining, and they should be considered early in this process.

The consultant team also should perform 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. While performing these analyses, the consultant team should identify opportunities to reduce traffic impacts by taking a traffic demand management approach, including mode shift incentives through pedestrian-oriented design, bicycle connectivity, shared parking facilities, and improved transit. Traffic demand management has the potential to deliver better environmental outcomes, improved public health, and a more vibrant downtown.

In addition to these impact analyses, the consultant team 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 team 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 team should translate any technical information about zoning, development, and infrastructure into clear language for lay individuals.

Following this first round of engagement and impact analyses, the consultant team should create revised scenarios for two to three selected scenarios and provide a full assessment of the economic and environmental impacts for the selected scenarios. Drawing on the economic analysis and market study task, the economic assessment should include fiscal impacts, order of magnitude costs, and financing opportunities from both the public and private sector. An assessment of implementation challenges should include funding barriers, liability concerns, and viability of public private partnerships. The consultant team should then hold a second round of citizen engagement with a public workshop, stakeholder meetings, and alternative engagement techniques. On the basis of this public vetting, in tandem with economic impact and implementation analysis, the project team should help stakeholders revise and ultimately endorse a preferred scenario for which the consultant team will create a detailed site plan. This plan should include recommendations for phasing the construction of different parts of the Site based upon market performance and the timeline for completing remediation of different sections of the Site. Prior to finalizing the site plan, the consultant team should share it through a third round of public engagement, as well as a meeting with Village staff, the Board of Trustees, and the WRC, and should incorporate feedback into the final site plan and phasing recommendations as appropriate. Once the site plan and implementation and phasing recommendations are finalized, the consultant team will present these materials to the Board of Trustees.

- **Deliverable: Conceptual Scenarios presented through a combination of conceptual maps, narrative descriptions, and a tabular summary of the land uses projected for each scenario's build out**
- **Deliverable: Public Workshop #2**
- **Deliverable: Online Survey, Engagement Poster boards, and Village Community Events**
- **Deliverable: Stakeholder Interviews with Site Area Land Owners and Developers**
- **Deliverable: Draft Economic Impact Analysis, Fiscal Impact Analysis, and Traffic Demand Analysis**
- **Deliverable: Two to three Revised Conceptual Scenarios**
- **Deliverable: Public Workshop #3**
- **Deliverable: Online Survey, Engagement Poster boards, and Village Community Events**
- **Deliverable: Stakeholder Interviews with Site Area Land Owners and Developers**
- **Deliverable: Draft Site Plan for the Site**
- **Deliverable: Draft Implementation Memorandum with Phasing Recommendation**
- **Deliverable: Village Interdepartmental, Board of Trustees, and WRC Meeting #2**
- **Deliverable: Stakeholder Interviews with Site Area Land Owners and Developers**
- **Deliverable: Public Workshop #4**

- **Deliverable: Online Survey, Engagement Poster boards, and Village Community Events**
- **Deliverable: Final Site Plan for Waterfront Area**
- **Deliverable: Final Economic Impact Analysis, Fiscal Impact Analysis, and Traffic Demand Analysis**
- **Deliverable: Final Implementation Memorandum with Phasing Recommendation**
- **Deliverable: Presentation to Board of Trustees #1**

TASK: CREATION OF WATERFRONT ZONING LANGUAGE

The consultant team 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 team 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 team 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 team 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. Note that each applicant will develop a detailed architectural design as part of the application process.

- **Deliverable: Draft Zoning Recommendations Language**
- **Deliverable: Village Attorney Stakeholder Interview**
- **Deliverable: Village Interdepartmental, Board of Trustees, and WRC Meeting #3**
- **Deliverable: Site Area Land Owners and Developers Stakeholder Interviews**
- **Deliverable: Public Workshop #5**
- **Deliverable: Final Zoning Recommendations Language**
- **Deliverable: Village Attorney Stakeholder Interview**
- **Deliverable: Presentation to Board of Trustees #1**

TASK: ENVIRONMENTAL IMPACT STRATEGY MEMO

Under the New York State Environmental Quality Review Act (SEQRA), redevelopment of the Site will require an analysis of its environmental impacts. However, the approach to SEQRA compliance will depend largely on the final proposed development scenario, including the nature of regulatory changes required for implementation, the expected scale of development, the proposed location and phasing of construction, and the expected division of construction responsibilities between the Village and landowners. To ensure selection of the appropriate environmental review approach, the consultant team will prepare a technical memorandum that outlines potential options for SEQRA compliance and suggests an appropriate framework for involving all relevant stakeholders in the process. To shape and inform the memorandum, the consultant team will assess the SEQRA compliance process undertaken for similar redevelopment projects, as well as relevant case law. The team then will use the

memorandum's findings to define the precise tasks and deliverables required for environmental review (see Phase Four below). After finalizing the memorandum, the consultant team will meet with the Village Attorney to review it prior to presenting the final environmental impact strategy memorandum to the Board of Trustees.

- **Deliverable: Draft Environmental Impact Strategy Memorandum**
- **Deliverable: Village Attorney Stakeholder Interview**
- **Deliverable: Final Environmental Impact Strategy Memo**
- **Deliverable: Presentation to Board of Trustees #1**

PHASE FOUR:

TASK: ENVIRONMENTAL IMPACT REVIEW

As discussed in Phase 1 above, a second consultant team will need to be identified and engaged to prepare the environmental impact study. The extent of impact analysis required will depend on the final proposed site plan and zoning. Once secured, the second consultant team should conduct an environmental impact study of the final site plan and new zoning language. SEQRA requires local agencies, including local legislatures and boards, to prepare an environmental impact statement (EIS) for actions that may have a significant adverse impact on the environment, including plan and zoning adoptions and project approvals.

To reduce the need for an EIS for every development project within the waterfront, the Village can adopt a broader, more general Generic Environmental Impact Statement (GEIS). A GEIS identifies environmental conditions and develops standards and review thresholds to ensure that future development is compatible with or protective of those conditions, which would allow for a more efficient and cost-effective review of the environmental consequences of future projects in the waterfront. A GEIS for the site plan and new waterfront zoning would significantly shorten the project development timeline and diminish the time and money required to prepare site-specific EISs. Additionally, Title 6 NYCRR Section 617.13(a) authorizes the Village to charge a portion of the GEIS preparation costs to developers of later projects in the waterfront area as they submit permit applications, a highly cost-effective approach. Title 6 NYCRR Part 617.10 of the SEQRA regulations defines a GEIS and explains its potential uses and functions in more detail.

- **Deliverable: Environmental Impact Study**

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

APPENDIX B

MATRIX OF PAST WATERFRONT DEVELOPMENT PLANS (HASTINGS-ON-HUDSON)						
YEAR	1984	2001	2011	2015	2016	2018
PLAN TYPE	Harbor at Hastings Proposal	Waterfront Redevelopment Plan	Comprehensive Plan	Waterfront Infrastructure Committee Plan	Presentation on the Consent Decree	Shoreline Plan Presentation
CLIENT		Village of HOH and ARCO AERL	Village of HOH	Boat 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 Frobelt, Village Manager Susan Maggionto, 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 Gagliardi, 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 Riverkeeper, 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	
FUNDED BY:		MU Depart pf State, AERL, and Westchester Community Foundation	N/A	N/A	N/A	
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 WATERFRONT DEVELOPMENT PLANS (HASTINGS-ON-HUDSON)						
YEAR	1984	2001	2011	2015	2016	2018
PLAN TYPE	Harbor at Hastings Proposal	Waterfront Redevelopment Plan	Comprehensive Plan	Waterfront Infrastructure Committee Plan	Presentation on the Consent Decree	Shoreline Plan Presentation
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 occasions 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.	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 Plan and Renderings (Jan 16, 2018) 6. Final Report (TBD)
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 Yorkers 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 replacement 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				

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YEAR	1984	2001	2011	2015	2016	2018
PLAN TYPE	Harbor at Hastings Proposal	Waterfront Redevelopment Plan	Comprehensive Plan	Waterfront Infrastructure Committee Plan	Presentation on the Consent Decree	Shoreline Plan Presentation
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				
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. At the time it was assessed that there would be no impact to the school system with this increase.				
IMPLEMENTATION OF THE PLAN:		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. 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. Stable ownership: Stable long-term owner would be preferable over a succession of private owners for proper maintenance over time. 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.				
		Establish Land Use Regulations: the Village should continue the local planning process and create a regulatory plan to guide redevelopment of the waterfront. 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. 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) 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.				
RECOMMENDATION / FINAL RESULT:		RPA recommends LDA option based on this plan Examples: Battery Park City (by Battery Park City Authority), Brooklyn Bridge Park (by Brooklyn Bridge Park Development Corporation) Examples similar to HOH: Glen Gove, LI (by local Community Development Authority)	Adopted by the Village Board July 19, 2011	1. Rudimentary site plans were produced illustrating opportunities and recommendations above - linear scheme preferred to a node scheme. 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. 3. Public access to the shoreline should be continuous and uninterrupted - highest priority. 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. 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. 6. Sustainability and resiliency measures should be built into the infrastructure.		NYSDEC Feedback 1. Structures (e.g., docks, boathouse) would require permit review and approval - set back 50 ft from shoreline 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 3. Mitigation preference = - intertidal marsh within north and south coves - Utilize excavation areas for intertidal marsh creation 4. Break up linear shoreline 5. Minimize riprap on slopes 6. Minimize stone sill/wave break
ADDITIONAL ANALYSIS BY RICHARD BASS:	- 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 I have Vol 1 of the FEIS, which we can use for historical comparison. Though I quickly skimmed the FEIS, the propose building heights don't leap off the page; I found a vague reference to 7 levels of housing above parking, without building height.	- 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 Assumptions - 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)	- 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)	- Shoreline access highest priority - Linear scheme was preferred to a node scheme - Village wide survey identified recreational uses, such as quite/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).		- Provides graphic articulation of waterfront walkway, shoreline treatment - Does not indicate acreage

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 D
2018-2020 SCHEDULE[illegible]

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.