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

WATERFRONT REZONING STRATEGIC PLAN
Village of Hastings-on-Hudson
November 7, 2018
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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):

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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
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PHASE THREE
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TASK: CREATION OF WATERFRONT ZONING LANGUAGE
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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
  o 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.
  o 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:
  o Village Farmer’s Market
  o Fall/Winter Village Events
  o Community Center
  o High School
  o Train Station
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
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.

<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>Kate Starr, Chair</td>
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<td>Thomas Asher</td>
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<tr>
<td>Richard Bass</td>
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<tr>
<td>Morgen Fleisig</td>
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<tr>
<td>Danielle Galland</td>
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<tr>
<td>Spencer Orcus</td>
</tr>
<tr>
<td>Shannon Rooney</td>
</tr>
<tr>
<td>Katey Stechel</td>
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<tr>
<td>Meg Walker</td>
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</tbody>
</table>
"waterfront planning principles" that the community developed through the LWRP process.

FUNDED BY:

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.

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

THE ASK:

To build community consensus regarding a vision for the future of the Hastings waterfront. To assist in determining the remedial solutions that may be applied to the site. To assist in the completion of that portion of the Local Waterfront Revitalization (LWRP) that began in November 1997.

WHO CONDUCTED THIS PLAN/WORK:

Fran Frobel, Village Manager

May 2000 - July 2007

Fran Frobel, Village Manager

Peter Swiderski, then Trustee and incoming Mayor

March 2012

Michael Roux, Consulting Environmental Engineer and former Village Planner

RPM

6. neighborhoods and quality of life
4. infrastructure
3. vehicular, pedestrian and bicycle circulation
2. the Downtown
1. To assist the Board in providing the Village's recommendations to BP as BP begins development of this plan

Objective 3 - Maximize public enjoyment of 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 Village.

Objective 12 - Promote mixed-use development that will provide economic support for the Village

Objective 13 - Aesthetic recontouring/landscape enhancements such as daylighting

Objective 14 - Building 52

Objective 15 - Future of the water tower

Objective 16 - Dedicated Parkland

Objective 17 - Background

Objective 18 - Overview

Objective 19 - In 2012, DEC issued an updated description of what needed to be remediated in the Hudson.

Objective 20 - "Point source or endpoint" Consistently management with care, remediation programs, and the protection of the Long Term Performance & Resiliency

Objective 21 - Bioengineering solutions

Objective 22 - Responsive programming

Objective 23 - Public access to waterfront

Objective 24 - Building 52

Objective 25 - Future of the water tower

Objective 26 - Dedicated Parkland

Objective 27 - Background

Objective 28 - Overview

Objective 29 - In 2012, DEC issued an updated description of what needed to be remediated in the Hudson.

Objective 30 - "Point source or endpoint" Consistently management with care, remediation programs, and the protection of the Long Term Performance & Resiliency

Objective 31 - Bioengineering solutions

Objective 32 - Responsive programming

Objective 33 - Public access to waterfront

Appendix B

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)
• The Draft Local Waterfront Revitalization Program Plan (2004, updated 2007)
• Waterfront Implementation Strategy (2004)
• Assessment of Park and Recreation Facilities and Fees in Lieu of Parkland (2005)
• Transportation Plan and Pedestrian Enhancements (2007)
• Ideas for a Waterfront Infrastructure Committee emerged from discussions with Arco/BP

The charge of the Committee is to create a memorandum that includes a basic infrastructure schematic plan showing where roads, esplanade, roads, and utility infrastructure that can be conducted during the remediation of the BP property. To take advantage of this opportunity to provide guidance to BP during its design phase by preparing a full draft of the draft report. Setting up the report to be written was a major milestone in the development of this plan as it was the first draft to outline the entire process of the development of the plan.

The draft report was presented to the Village Board on January 7, 2016. The Village Board also asked for a separate study on remediation costs that were not addressed in the draft report. The draft report is a summary of the current facts and estimates to date. Part of the presentation by Richard Bass/Dec 2015 is included in a separate document.

AVAILABILITY:

To review documents that were developed during the planning process and that cover the entire spectrum of the planning process.

Websites:

Rouxi Environmental Consulting and Management (www.
### Proposed project would cost approx $45 million (includes costs of creating 22 acres of parks and*

**REMEDIATION:**

- **MAJOR ISSUES OF FUTURE DEVELOPMENT:**
  - 100 year flood plain - most of the site is below 100 yr flood plain

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<tr>
<th>YEAR</th>
<th>1984</th>
<th>2001</th>
<th>2011</th>
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<tr>
<td>MATRIX OF PAST WATERFRONT DEVELOPMENT PLANS (HASTINGS-ON-HUDSON)</td>
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<tr>
<td>PLAN TYPE</td>
<td>Harbor at Hastings Proposal</td>
<td>Waterfront Redevelopment Plan</td>
<td>Comprehensive Plan</td>
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<td>Indoor Play Space</td>
<td>Indoor Play Space</td>
<td>Indoor Play Space</td>
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<td>Boat Launch</td>
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<td>Marina</td>
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<td>Private recreation/health club (retail or housing, depending on the use)</td>
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<td>Private recreation/health club (retail or housing, depending on the use)</td>
<td>Private recreation/health club (retail or housing, depending on the use)</td>
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<td>Outdoor sales (retail, park)</td>
<td>Outdoor sales (retail, park)</td>
<td>Outdoor sales (retail, park)</td>
<td>Outdoor sales (retail, park)</td>
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<td>Offices</td>
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<td>Senior housing/assisted living</td>
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<td>Mid-rise housing</td>
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<td>Environmental Impact and Fill/Remediation Required</td>
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<td>Traffic Analysis (by Allee King Rosen and Fleming, Inc. and complemented by a transit analysis by</td>
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#### Sustainable Infrastructure

- 1. Renewable energy in the forms of solar energy and wind power were studied, however, due to availability of space (roof and open sunny land) was limited, would require impacts to the existing building structure.

#### 7. Final Plan and Rendering (Jan 16, 2018)

**Public Meetings (Jan 18, 2017)**

- 1. Precedent Site Visits (Oct 5th and Dec 8th 2016)

**Public Needs and Wants outlined as the following:**

- 2. Public Meeting (Jan 18, 2017)

- 3. Conceptual Designs (Feb 2017)

- 4. Consent Decree was reviewed to determine locations and dimensions of "no-build" zones

- 5. *As the site was note yet rezoned, the Committee was careful to avoid land use planning*

- 6. Final Report (TBD)
ADDITIONAL ANALYSIS BY RICHARD

RECOMMENDATION / FINAL RESULT:
RPA recommends LDA option based on this plan.

- 60 additional children of various ages over the build-out time frame.
- Comprehensive waterfront redevelopment is expected to generate more than $600,000 a year.
- Major site-specific cost was the management of the parkland—estimated at $0.50 cents a sq. ft.

ANNUAL COSTS & REVENUES:

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<td>Without building height</td>
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<td>with building height</td>
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矩阵分析

Matrix of Past Waterfront Development Plans [Hastings-on-Hudson]

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<th>PLAN</th>
<th>STATEMENT</th>
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<tr>
<td>WATERFRONT DEVELOPMENT PLAN</td>
<td>Comprehensive Plan</td>
<td>2015</td>
<td>Presentation on the Consent Decree</td>
<td>2018</td>
<td>Shoreline Plan Presentation</td>
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<td>WATERFRONT REDEVELOPMENT PLAN</td>
<td>Bridge widening and enhancement</td>
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<td>A Local Development Authority (LDA) - an entity to operate parallel to and in tandem with the 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)</td>
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<td>Continued RiverWalk on Hudson</td>
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<td>Establish Land Use Regulations: the Village should continue the local planning process and create a regulatory plan to guide redevelopment of the waterfront.</td>
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<td>Rezone waterfront to enhance future tax ratables</td>
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<td>Revise and Map Waterfront Zoning</td>
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<td>Investigate Development Options</td>
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<td>Investigate increment financing, of that could levy a surcharge over a number of years to pay for the bridge and shoreline infrastructure costs.</td>
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<td>Investigate 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 bridge and shoreline infrastructure costs.</td>
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<td>Fiscal impact analysis in SEQR process</td>
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<td>Preserve Historic Character (commentary: everything is demolished)</td>
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<td>Preservation of site-specific features and elements (e.g., Boat Basin, existing shoreline, etc.)</td>
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<td>Preserve nature views of river, Palisades and NYC skyline</td>
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<td>Ensure environmentally smart development</td>
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<td>Install infrastructure as site is remediated</td>
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<td>Waterfront zoning should be sufficiently flexible to permit various uses</td>
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<td>250 units plus more in the future would generate a development of approximately 250K SF; 3 stories would be 504,471.5 SF.</td>
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<td>Provides graphic articulation of waterfront walkway,</td>
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<td>Environmental pathways should be built grade, straight, maintainable and upgradeable, such as walkways and parks, to provide pedestrian connections to future developed and natural areas.</td>
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<td>Sustainability and resiliency measures should be built into the infrastructure</td>
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<td>Brownfields funding is not available if the Village takes title. Therefore no incentive for the Village</td>
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<td>Continue RiverWalk on Hudson</td>
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<td></td>
<td>Waterfront zoning should be sufficiently flexible to permit various uses</td>
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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.
## ZC Development of RFP for Consultant Team (Strategic Plan Phase 1)

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### 2018-2020 Schedule

- **June 19, 2018**: Issue RFP for Consultant Team
- **July 19, 2018**: RFP Deadline for Submittal
- **Dec 19, 2018**: WRC Review of Proposals
- **Jan 20, 2019**: Decision of Shortlist of Candidates
- **Feb 20, 2019**: Candidate Interview Process
- **Mar 20, 2019**: Review of Finalist
- **Apr 20, 2019**: Finalist Chosen

### Phase 2: Existing Conditions

- **25% Contract Package (Strategic Plan Phase 2: Existing Conditions)**

### Phase 3: Site Plan

- **75% Contract Package (Strategic Plan Phase 3: Site Plan)**

### Phase 3: Zoning

- **95% Contract Package (Strategic Plan Phase 3: Zoning)**

### Final Deliverables to WRC

- **100% Contract Package - Final Deliverables to WRC**
## 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.