

~~CONFIDENTIAL~~
HOFFMAN REPORT

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August 31, 1979

James J. Mulcare
Village Manager
Hastings-on-Hudson
Maple Avenue
Hastings, NY 10706

Dear Jim:

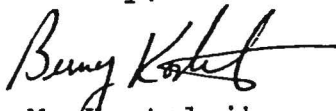
In response to your recent request, I am herewith sending you a copy of the November 1976 report regarding Hastings submitted to Anaconda by Howard P. Hoffman Associates, Inc. I was unable readily to locate the February 1976 report referred to in the enclosed report, but to my recollection the February report adds little in the way of technical or other data.

My understanding from our telephone conversation on August 22 is that you wish to employ the descriptive portions of this report in order to reduce expenses on the part of parties who are making an economic development feasibility study of the Hastings waterfront. We are pleased to cooperate in your efforts to reduce taxpayer costs.

As I stated when I earlier made this report available on a confidential basis to you and others, the opinions, conclusions, and recommendations found in the report are those of the Hoffman study team. I ask that you exercise discretion to avoid having outdated and irrelevant matters in the report get into general circulation and add to the politically charged atmosphere in which Anaconda finds itself attempting to dispose of its property.

Hope you had a restful, enjoyable holiday.

Sincerely,


B. M. Kostelnik

BMK:cae
Enclosure

Hastings-on-Hudson
Public Library

Not to be taken from Library

HOWARD P. HOFFMAN ASSOCIATES, INC.

An Affiliate Of Lehman Brothers Incorporated

122 EAST 42nd STREET NEW YORK, N. Y. 10017 • (212) 867-4490

November 16, 1976

Mr. Walter Plate
Vice President
The Anaconda Company
Wire and Cable Division
Greenwich Office Park 3
Greenwich, Connecticut 06830

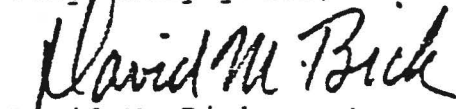
Dear Mr. Plate:

This Development Potential and Action Plan for your Hastings property presents a summary of the work we carried out under our February 19, 1976 agreement with you. We're also submitting the Comprehensive Engineering and Environmental Analysis of the property, prepared by the engineering consulting firm of Dolph Rotfeld Associates. The two reports together provide you with much of the basic information and analysis needed to obtain approvals for the property's redevelopment.

Dot Rodnite, David Millner and the rest of the Howard P. Hoffman team that worked on this assignment found it to be challenging and exciting as our redevelopment plan was refined and modified into a feasible plan in response to new engineering information.

We look forward to assisting you in implementing the next course of action.

Very truly yours,



David M. Bick
Vice President

DMB:tw

DEVELOPMENT POTENTIAL
AND
ACTION PLAN

THE ANACONDA COMPANY
HASTINGS, NEW YORK PROPERTY

NOVEMBER, 1976

HOWARD P. HOFFMAN
ASSOCIATES, INC.

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EXECUTIVE HIGHLIGHTS

A. INTRODUCTION

Our mission has been to identify an economically feasible redevelopment plan for your Hastings, New York property to create optimum return to the Anaconda Company.

The property consists of 26.5 acres (plus riparian rights to 5 acres under water), with 2400 feet of frontage on the Hudson River in the Village of Hastings, New York. Hastings is a residential suburban community a little more than five miles north of the New York City boundary with a population of approximately 9,500. The site's location on the waterfront, with magnificent views of the water, the Palisades, New York City skyline and Tappan Zee Bridge, make it attractive for residential and commercial use.

Our Phase I report (February 1976) rejected industrial re-use alternatives because of poor market conditions, and major corporate office use because of the site's limited access and time-distance from major highways and other prestige areas. We also ruled out major retail and other commercial uses for similar locational reasons.

We proposed that your property be redeveloped with a mix of high density luxury housing, office space, related convenience commercial services, and landscaped open space. We recommended that additional market research, planning and engineering studies, and financial analysis be undertaken to refine our preliminary conclusions and to determine the economic feasibility of redevelopment plans.

For the past eight months, we have conducted this program of research and analysis and coordinated a team of professional planners and engineers to continually modify the redevelopment plan as new information became available.

This Phase II report presents our detailed conclusions on the feasibility of redeveloping your property, outlines the potential risks and return to Anaconda depending upon Anaconda's future role in the project, and recommends an 18-month action program to implement the plan.

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B. SUMMARY AND CONCLUSIONS

1. Your site has a unique location for residential development. Its expansive waterfront views and proximity to the railroad commuter station, with 30 minute service to Grand Central Station on Manhattan's east side, enhance the potential for luxury housing.
2. The geographical market area for housing at your site, primarily Manhattan and Westchester County, contains a highly concentrated, very affluent population. The demand for housing on your property will come from upper income small households with a more urban than suburban life style and orientation.
3. Our recommended site plan calls for 800 luxury condominium units (including penthouses), with balconies or terraces in every unit oriented toward views of the water and interior landscaped courtyards. Views of the railroad and industrial areas to the south are minimized by placing buildings with single loaded corridors on the site's perimeter. We also provided for a community building, related convenience retail and service space, and a high level of recreational amenities for the project's residents.

The proposed development is pedestrian oriented, with vehicular movement (except for emergency vehicles) restricted to the parking areas at the perimeter of the site. All parking is on-site.

Because public access to the waterfront is a Village goal, we have provided for a public waterfront promenade and park area to foster community acceptance.

4. The residential population concentration of the proposed development, and the site's proximity to the railroad station and Hastings downtown area, could create a market for 50,000 square feet of local service and professional office space at your site. However, we eliminated this use from our site plan because the attainable rents did not justify the cost of providing adequate off-site parking and access.

5. Our redevelopment plan recommends a mix of 525 one-bedroom condominiums, with 900 to 1050 square feet of indoor living area, priced at \$60,000 - \$85,000; and 275 two-bedroom units, with 1100 to 1300 square feet and sales prices from \$75,000 to \$120,000 (including penthouses). We project a five year absorption period, with average annual sales of 160 units.

We have included 10,000 square feet of centrally located convenience retail space, and a 10,000 square foot community building for residents' use. Recreational amenities include swimming and wading pools, four tennis courts, two basketball, three volleyball and six handball courts and 12 boating slips.

6. Site development costs here are somewhat higher than normal because sub-surface soil conditions require extensive piling to support building loads, portions of the bulkhead must be repaired or replaced, some utility lines must be realigned, and bridge access over the railroad must be improved. This has the effect of reducing land value.
7. Pro forma financial statements* demonstrate the financial feasibility of the 800-unit project. The return to the Anaconda Company will depend upon the nature of Anaconda's involvement in the project's development. The three alternative courses of action summarized here assume that rezoning and environmental approvals have been obtained, and that the Village would give no financial development assistance.

Under Option 1, direct sale to a builder, Anaconda could get approximately \$2,000,000 (on terms) for its land, with minimum risk.

Under Option 2, joint venture with a builder, Anaconda could get as much as \$6,750,000 for its land and a share of the profits, with not much more risk than in Option 1.

Under Option 3, direct development by Anaconda, you could expect approximately \$10,100,000 in land value and profit, with an extremely large risk factor.

* See Section D, page 7 for a detailed analysis.

8. Your property is zoned for general industry and a zoning change is necessary to permit the development proposed. There is currently no zoning classification in the Village of Hastings Zoning Ordinance that would permit this proposed development.

The Village has been redrafting its Zoning Ordinance but is waiting for Anaconda's redevelopment proposal before specifying the provisions of the newly created Multiple Residence - Commercial Zone. The Village's zoning powers are the key to the realization of the redevelopment plan.

9. As a tool for negotiating approvals from the Village, we developed an alternative waterfront plan, including the 15-acre adjacent industrial property as a public park. This negotiating site plan provides for an additional 300 residential units and 50,000 square feet of office space on Anaconda's property, with an off-site 800-space parking structure connected to the site by a pedestrian overpass. This 1100 unit, 46-acre plan could only be economically feasible with substantial Village assistance, such as financial contributions for the construction of the off-site parking structure, waterfront promenade and other on-site public areas, the improvement or replacement of the Dock Street Bridge, and acquisition of the Mobil-Uhlco property.
10. Another negotiating point with the Village involves the disposition of your existing buildings and your tax situation.

As a strategy to obtain zoning and other approvals from the Village, you should leave the buildings as is, and seek tax relief now on the strength of future higher Village tax revenue if redevelopment occurs. With the buildings up, the Village has an eyesore and faces the real threat that you can lease space to low-grade industries, creating a Yonkers environment in Hastings. With the site cleared, the Village has a new "park", and a clear view of the Palisades.

11. The potential return to Anaconda, in land value and/or profits generated by the proposed redevelopment, will be increased by any commitments from the Village, financial or otherwise, prior to the project's execution.

12. Other government approvals from State and Federal agencies are required for some of the bulkhead work contemplated for this project. An air resources permit, tidal wetlands permit, and water quality certification are also required. The Trustees of the Penn Central Railroad require a permit for any work on the Dock Street Bridge.

C. RECOMMENDED 18-MONTH ACTION PROGRAM

No matter which of the three alternative redevelopment options Anaconda chooses to follow, to obtain maximum value from your Hastings property Anaconda should (1) obtain rezoning, and (2) secure all required environmental approvals.

We recommend Anaconda undertake an action program to achieve optimum zoning and secure other government approvals. This will require an ongoing political/community relations effort to create support for the proposed project, backed up by technical information and analysis regarding the development's impact on the environment and the community. The work done to date and the approvals will constitute a development "package" to provide the basis for marketing the property for sale, direct or joint venture development, and for seeking financing.

More specifically, the following steps should be taken:

1. As soon as possible, meet with the new Village Manager, Board of Trustees, Planning Board, and other appropriate Village officials to present the "negotiating site plan". Their questions and concerns will set the stage for the next steps.
2. Establish a means of relating to Village officials and influential Hastings residents to create a sense of community participation and gain support for the redevelopment project. Interaction with these groups is essential to secure approvals for your site's development at a density consistent with our concept plan and economic feasibility analysis.
3. Work with the Village Manager and other officials to:
 - a. Explore public sources of funding for the construction of the off-site parking structure, waterfront promenade and other on-site public areas, the improvement or replacement of the

Dock Street Bridge, and the acquisition of the Mobil - Uhico property.

- b. Draft the provisions of the new Multiple Residence - Commercial Zone and see to its adoption.
 - c. Prepare an environmental impact statement according to State guidelines.
 - d. Prepare a traffic impact study.
 - e. Prepare a fiscal and community impact study.
 - f. Prepare public information brochures presenting Anaconda's proposals to Hastings residents, news media, and other interested parties.
4. Engage the services of a local lawyer to handle the legal aspects of Zoning and redevelopment.
 5. Submit applications to the appropriate State and Federal agencies for an air resources permit, bulkhead work permit, tidal wetlands permit, and water quality certification. This will involve (a) compilation of additional technical information, such as measurements of existing and projected air and water pollutants, more detailed engineering plans and specifications for bulkheads, etc., and (b) consultation with environmental agency personnel.
 6. Engage the services of a structural engineer to determine the structural condition of the Dock Street Bridge and its traffic handling capability. Develop plans and specifications for a ramp at its western end and, if necessary, for the Bridge's repair or replacement.
 7. Continue to monitor, update, and refine the market research.
 8. Modify the proposed site plan and refine the engineering data as necessary in response to negotiations with the Village and other government agencies.
 9. Update and refine the proforma financial statements continually, as negotiations with the Village warrant.

I. THE SITE AND ENVIRONS

A. LOCATION AND ACCESS

Your property is located on the Hudson River in the Village of Hastings, New York, in Westchester County. Hastings is a residential suburban community with a population of 9,500. It is located 15 miles north of midtown Manhattan, five miles north of the New York City limit. The Hastings area is served by a number of major expressways and parkways in the New York metropolitan area. (Figure 1)

The waterfront area in Hastings is separated from the rest of the Village by the Penn Central Hudson Division Railroad tracks. Vehicular access to the property is via the Dock Street Bridge, which crosses the railroad tracks near the northern end of your property in the vicinity of the Hastings commuter railroad station. (Figure 2) The traffic generated by your site and the uses to the north exit via the Dock Street Bridge onto Maple Avenue.

Access onto the site is difficult because of the narrowness of the Dock Street Bridge and the sharp turn and steep slopes of the existing ramp configuration.

B. LAND USES

The Anaconda site, with 26.5 acres of landfill (plus riparian rights to five acres underwater) is the largest of several industrial-commercial properties on the Hastings waterfront. (Figure 3) The property is occupied by slightly less than 800,000 square feet of industrial buildings that housed Anaconda's Wire and Cable Division until mid-1975.

The shops of the Hastings central business district are directly east of the Anaconda property, within a short walking distance. There is a large municipal parking lot east of the railroad tracks, serving railroad commuters and shoppers in the Village's downtown area. Along South Side Avenue, parallel to the tracks, there are older, multi-family residential buildings and a community youth club. These buildings are between 3 and 6 stories in height. Your site, virtually at sea level, is substantially below most of the Village, with a steep upward slope beginning at South Side Avenue.

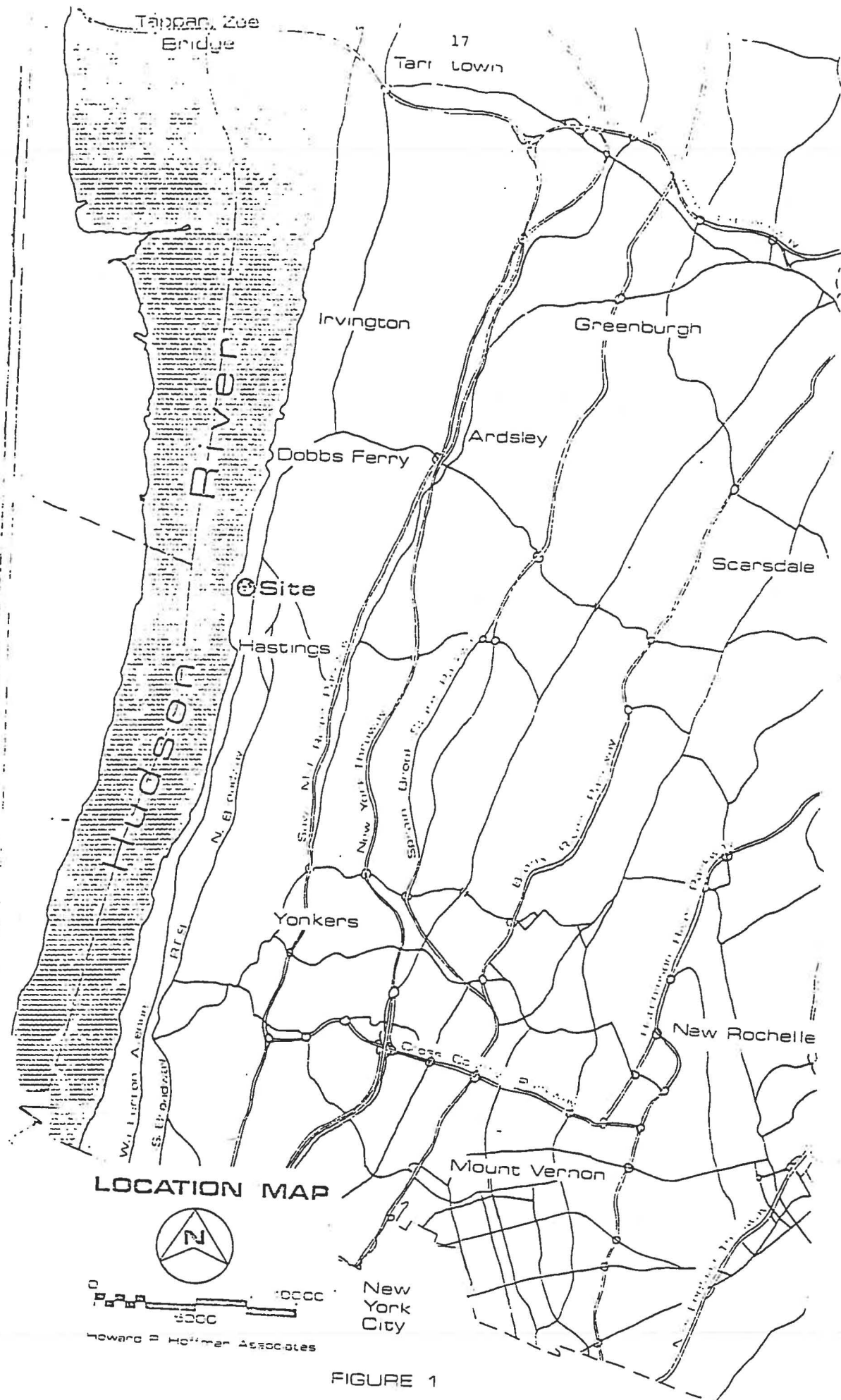


FIGURE 1

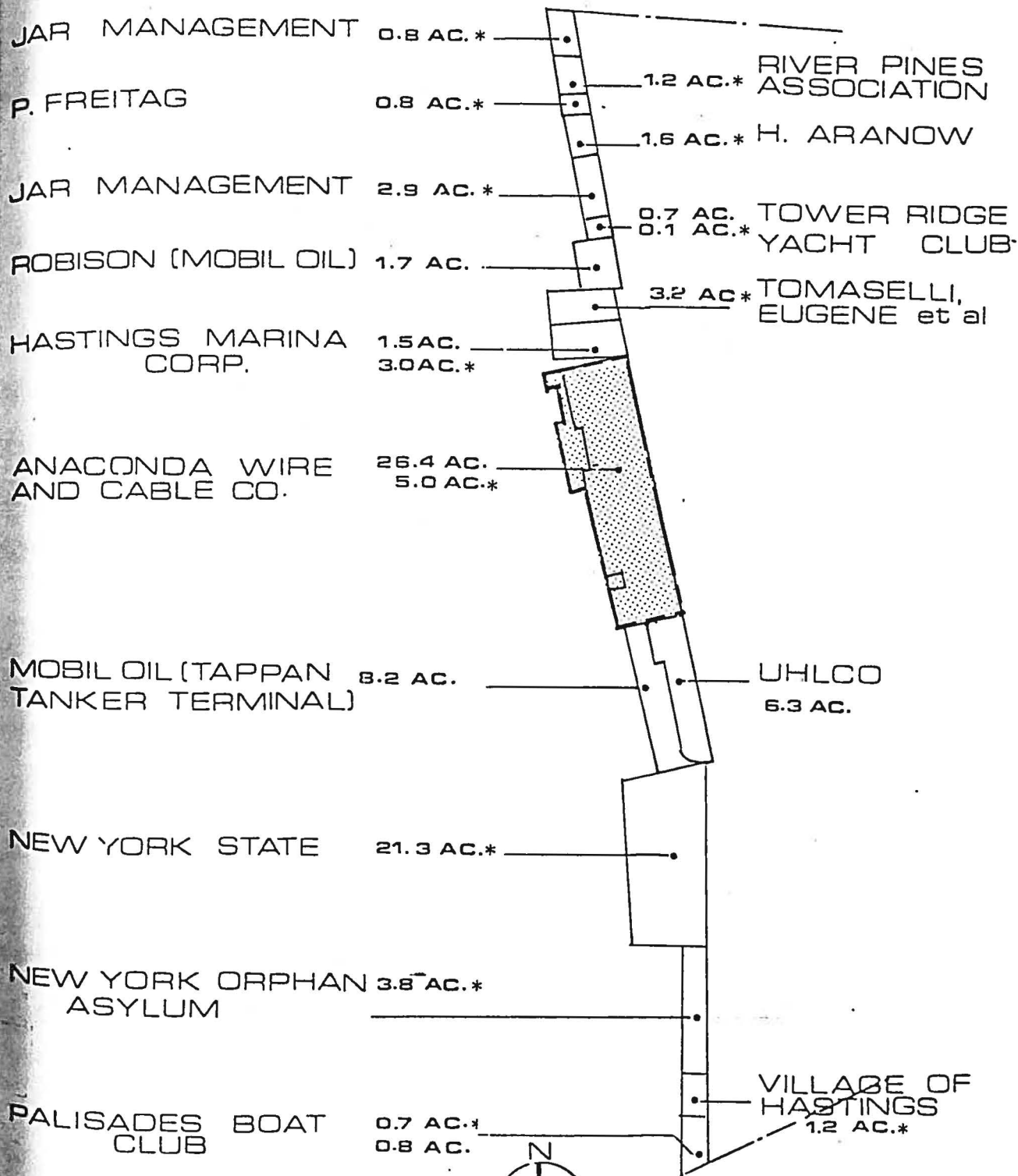
To the west, the Hudson River stretches 4500 feet to New Jersey, with magnificent views of the undeveloped Palisades Park, running along the shoreline for eight miles.

Immediately north of your property is the Hastings Marina, with docks for small boats and a clubhouse on 1.5 acres of land. North of the Marina, Robison Oil, a subsidiary of Mobil Oil Corporation, operates a home fuel oil distribution center on 1.7 acres. Farther north, the Tower Ridge Yacht Club maintains a small boat launching facility and dry docking space. These three users north of Anaconda also cross the Penn Central tracks via the Dock Street Bridge. An additional nine acres of underwater land north of Anaconda are owned by six separate individuals or corporations.

South of your property there are two adjacent industrial land uses. Mobil Oil Corporation owns 8.2 waterfront acres, used for bulk oil storage. The Uhlco Realty Corp. owns 6.3 interior acres developed with deteriorating industrial buildings. Uhlco has several industrial and commercial tenants including the Ulich Dye Plant, Petro Oil Company, and several firms that use the buildings and yards for storage. There is a boathouse at the southern end of the property. These users cross the railroad via a small wooden bridge at the southern edge of their property. Mobil plans to make improvements to this bridge. Continuing south, there are 26 acres of underwater land under four ownerships, and the Palisades Boat Club at the Hastings - Yonkers border.

WATERFRONT PROPERTIES

HASTINGS, N.Y.



II. MARKET ANALYSES

In our Phase I report, we identified a potential market for housing and office space at your site. We ruled out its potential for industrial reuse because of poor market conditions and inferior truck accessibility. We also rejected major retail or other commercial uses because of locational and access factors.

A. RESIDENTIAL MARKET

To determine the market for housing at your site, we've analyzed your site's physical and locational features, the demographic characteristics of the market area, and evaluated its competitive position vis-a-vis other residential developments.

1. Site Characteristics

Your site is very attractive for residential development. Its location on the waterfront in Hastings, with magnificent views of the Palisades, New York City, and the Tappan Zee Bridge, make it ideal for residential development. In addition, the site is adjacent to the Hastings station of the Penn Central Hudson Division Line, with 30 minute service into Grand Central Terminal on midtown Manhattan's eastside. The site is also within convenient walking distance to the central business district of Hastings.

✓ The physical characteristics of the property as revealed by our engineering studies, particularly its subsurface conditions, have an impact on the economic feasibility of certain housing types. Our market analysis was therefore directed toward higher density housing alternatives.

2. The Market Area

Your site's geographical housing market area is the New York metropolitan area. Demand for housing at your site will come primarily from people now living in Manhattan and Westchester, and your housing units will be in competition primarily with other housing in Westchester and northern New Jersey.

The site's orientation is more urban than suburban because of its close-in location, proximity to

Hastings' downtown area and commuter railroad tie to Manhattan. The types of persons who would be attracted to a housing unit there would want to be conveniently close to New York City's employment and cultural opportunities. We expect they would be upper-middle income small households, either childless young professional couples, or couples in the 40 to 60 year range with one or no children. A high proportion would work in New York City. Retired couples whose children have moved away and who would prefer to move from large homes into maintenance-free apartment units are another source of demand.

3. Demographic Analysis

The demand for housing is generated by population increase, changes in household size, new household formation, and movement of existing households. Effective demand, the ability to pay for housing, is a function of income.

The primary market area for housing at your site contains a large, highly concentrated, affluent population.

Although no population increase is forecast through 1980, (Table 2) and it is expected that the total population in the primary market area will either stabilize or decline in the future, various changes in the population's characteristics will contribute to the demand for housing.

The average household size has been steadily decreasing in both Manhattan and Westchester (Table 2). Despite a stabilized total population, the trend toward smaller households will create a significant demand for housing as new households are formed.

The geographic distribution of the population is shifting. There has been and continues to be a movement from the City to the suburbs and from the southern to the northern part of Westchester. The County's growth has been largely due to a spillover from New York City. This suburbanization has already seen the development of most of the desirable close-in land. If developed for residential use, your property's convenient close-in location would be an important asset.

Table 2
POPULATION TRENDS

<u>Manhattan</u>			<u>Westchester</u>		
<u>Population</u>	<u>Change</u>	<u>Household Size</u>	<u>Population</u>	<u>Change</u>	<u>Household Size</u>
1960 1,698,281		2.36	808,891		3.24
1970 1,539,233	-159,048	2.17	894,104	85,213	3.08
1975 1,454,600 (Estimate)	- 84,633	NA	890,000 ²	- 4,104	2.9 ²
1980 1,456,674 ¹ (Estimate)	-	NA	890,000 ²	-	2.7 ²

SOURCES: U.S. Bureau of the Census

¹New York State Office of Planning Services, June 1972

²Westchester County Department of Planning

Households in the primary market area are very mobile, particularly Manhattan renter-occupied households, and evaluate new housing options every year or two, as leases expire. Present Manhattan renters constitute a large proportion of the market for housing at your site.

The number of households potentially in the market for new housing is so large that even a small market share for your site would result in a substantial absorption rate. In 1970, there were more than 315,000 families with no children, or with children older than 18 years of age, in the market area. This represents one-third of all households. In addition, there were nearly 400,000 households of primary individuals, including all one-person households and unrelated individuals living together (Table 3).

Even disregarding the movement of these households, a market share of only 5% of the 1960-1970 annual net increase in households (Table 4) would result in an absorption of 160 units per year.

The demand for housing at your site will be for one and two-bedroom units. More than three-fourths of the nearly one million households in Manhattan and Westchester in 1970 were occupied by only one, two, or three persons (Table 4). Local planning agencies see the growth of one and two persons households as a continuing trend, although specific updated figures are not available. A capture rate of 5% of the annual net increase in one and two person households would result in an absorption of 360 units per year at your site, again disregarding movement of existing households within the market area.

Westchester County is recognized as an affluent area, and a residence in its suburbs carries an element of prestige. The primary market area's income characteristics bear this out and show a large number of families have the ability to pay for luxury housing.

Median family income is one measure of relative wealth. Table 5 shows the family income distribution for Manhattan, Westchester, and the Village of Hastings. Westchester's median family income, adjusted to 1976 dollars, is \$20,725, compared with \$23,875 for Hastings.

Table 3
HOUSEHOLD CHARACTERISTICS

	<u>Manhattan</u>	<u>Westchester</u>
AGE OF HEAD		
14 to 24 years	48,119	9,870
25 to 34 years	142,363	44,018
35 to 44 years	121,612	56,219
45 to 64 years	228,357	118,093
65 years and over	<u>146,832</u>	<u>54,429</u>
TOTAL HOUSEHOLDS	687,283	282,629
FAMILIES	354,884	231,806
With no children under 18	205,832	109,353
PRIMARY INDIVIDUALS	332,399	50,823
AVERAGE HOUSEHOLD SIZE	2.17	3.08

SOURCE: U.S. Census of Population, 1970

Table 4
INCREASE IN HOUSEHOLDS,
PRIMARY MARKET AREA

<u>Persons</u>	<u>1960</u>		<u>1970</u>		<u>Change</u>
	<u>Number of</u> <u>Households</u>	<u>% of</u> <u>Total</u>	<u>Number of</u> <u>Households</u>	<u>% of</u> <u>Total</u>	
1	274,167	29.2	336,579	34.7	62,412
2	275,050	29.3	284,359	29.3	9,307
3	152,942	16.3	134,092	13.8	-18,850
4 or more	<u>236,122</u>	25.2	<u>214,882</u>	22.2	- <u>21,240</u>
TOTAL	938,281	100.0	969,912	100.0	31,631

SOURCE: U.S. Census, Detailed Housing Characteristics

Table 5
FAMILY INCOME DISTRIBUTION

<u>Income,</u> <u>1969 \$\$</u>	<u>1976 \$\$*</u>	<u>Manhattan</u>		<u>Westchester County</u>		<u>Hastings</u>	
		<u>Number of</u> <u>Families</u>	<u>Percent</u>	<u>Number of</u> <u>Families</u>	<u>Percent</u>	<u>Number of</u> <u>Families</u>	<u>Percent</u>
Less than \$10,000	Less than \$15,000	198,167	55.1	70,083	30.1	623	24.1
\$10,000-\$15,000	\$15,000-\$22,550	63,721	17.7	59,774	25.7	585	22.7
\$15,000-\$25,000	\$22,550-\$37,600	52,802	14.7	62,570	26.9	821	31.8
\$25,000-\$50,000	\$37,600-\$75,200	30,765	8.6	30,718	13.2	453	17.6
\$50,000+	\$75,000+	<u>14,085</u>	<u>3.9</u>	<u>9,492</u>	<u>4.1</u>	<u>98</u>	<u>3.8</u>
TOTAL		359,540	100.0	232,637	100.0	2,580	100.0
Median Income, 1969		\$ 8,983		\$13,784		\$15,880	
Median Income, 1976*		\$13,500		\$20,725		\$23,875	

SOURCE: Census of Population, 1970
Howard P. Hoffman Associates, Inc.

* To convert 1969 income data to 1976 dollars, we applied a 6% inflationary factor, compounded annually.

In 1970, there were 200,000 families (plus an unquantified number of households of one or more unrelated individuals) with annual income in excess of \$15,000 (or \$22,550 in 1976 dollars). Of these 85,000 had incomes greater than \$25,000 (or \$37,600 in 1976 dollars). This constitutes an effective potential demand for luxury housing that can be directed to your site's development.

4. The Existing Housing Supply

Westchester County's housing inventory is unique among New York suburban counties in that more than one-half of all housing units are multi-family, and the number of new multi-family units authorized by building permits far surpasses the increase in single family homes. Tables 6 and 7 summarize housing inventory characteristics and authorized new residential construction. In 1974, the vacancy rates in Westchester County and Hastings were less than 5%, indicating a tight housing market. The New York State Division of Housing recognized a state of housing emergency in many of the County's municipalities.

Two trends are important in the County's housing supply situation. One is that fewer new units are being built each year (Table 7). The County Department of Planning projects that 4000 to 4500 new units must be constructed annually to maintain the County at its present population level. If present trends continue, the demand generated by new household formations cannot be satisfied within the County.

The second important trend is the increase in new condominium construction. Condominium units account for 65% of multi-family construction in 1974 and 1975, compared with six percent of multi-family construction from 1964 to 1973. From 1964 to 1973, 1700 condominium units were built in 17 projects. From 1974 to 1976, more than 1700 units have been started in 10 projects. Moreover, an additional 2800 units are currently proposed for construction as part of these 10 new developments. These statistics show that condominiums are becoming an increasingly popular housing style.

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Table 6
HOUSING INVENTORY CHARACTERISTICS
1970

<u>Units in Structure</u>	<u>Westchester County</u>		<u>Hastings</u>	
1	131,269	(45.2%)	1671	(54.0%)
2	33,176	(11.4%)	332	(10.7%)
3-4	28,764	(9.9%)	283	(9.1%)
5-49	56,604	(19.5%)	507	(16.8%)
50+	<u>40,564</u>	<u>(14.0%)</u>	<u>304</u>	<u>(9.8%)</u>
	290,377	100.0	3097	100.0

SOURCE: U.S. Census of Housing, 1970

Table 7
HOUSING UNITS AUTHORIZED BY BUILDING PERMITS
WESTCHESTER COUNTY

	<u>Single-Family</u>	<u>Multi-Family</u>	<u>Total</u>
1968	1,830	4,735	6,565
1969	1,505	3,228	4,733
1970	962	2,482	3,444
1971	1,124	3,636	4,760
1972	1,128	3,364	4,492
1973	1,057	1,510	2,567
1974	1,181	1,175	2,356
1975	1,096	236	1,332
1976	656	217	873
Annual Average, 1968-75	1,235	2,546	3,781

¹First six months

SOURCE: Westchester County Department of Planning

There has not been new rental housing constructed in recent years. According to local developers, construction costs would necessitate per room rents of \$175, or \$785 for a two-bedroom (4 1/2 room) apartment. This is out of the range of the rental market. In the Hastings vicinity (i.e., northwest Yonkers), several luxury buildings on Warburton Avenue, with rents beginning at \$400 for one bedroom, are doing well. These were built in the 1960s, and include recreational amenities at an additional charge.

Single family homes in Hastings are typical of Westchester County as a whole, with sales prices ranging from \$70,000 to \$110,000.

5. Competitive Developments

The predominant building styles of condominium units in Westchester County have been townhouses and low-rise garden apartments, with only one mid-rise development.

Among the newer Westchester condominium developments, density ranges from 1.7 to 38.5 units per acre. Unit size ranges from 736 square feet for a one-bedroom unit to 3,200 square feet for three bedrooms. The bedroom mix in newer projects is 22% one-bedroom, 60% two-bedroom, and 18% three-bedroom.

There has been a marked increase in the sales prices of condominiums in the last three years. In 1976 dollars, the weighted average prices of these new units are: \$48,650 for one bedroom, \$65,730 for two bedrooms, and \$81,125 for three or more bedrooms.*

There is also a trend toward providing more recreation facilities and amenities in the newer condominium projects. Of projects marketed between 1974 and 1976, nine out of ten have swimming pools, tennis courts, or paddle tennis, and six out of 10 have club-houses or recreation buildings.

We surveyed the existing condominium developments in Westchester County and in New Jersey along the Hudson River to determine the strength of the luxury housing market and identify the factors of success and failure in the competition.

* Westchester County Department of Planning, May 1976 report. We adjusted 1974 prices to 1976 dollars by applying a 6% annual inflationary factor.

Most of the developments are not really comparable to the type of project envisioned for your Hastings property, but several share some of its characteristics. These are summarized in Table 8.

Winston Towers and The Greenhouse in Cliffside Park, New Jersey, share your urban-New York City market orientation. They offer attractive recreational amenity packages and emphasize the views, particularly of Manhattan's skyline, from the units. Interior amenities include oven and range, frost-free refrigerator, dishwasher, wall to wall carpeting, air conditioning, and a laundry room on each floor. One parking space is included in the purchase price, with extra space available at \$2,000 or \$3,000 per space. Premium prices are paid for units with the best views.

Most buyers have come from New York City but some lived in New Jersey. There is a roughly even split between former owners and renters. One-half of the residents work in Manhattan. Buyers have been in all age groups, but the typical buyer is between 40 and 60 years of age, with one or no children. Winston Towers has sold an average of 350 units per year, and plans three additional towers at the site. Sales at the Greenhouse were quick at first, with the most expensive units selling well. About 80% of the units have been sold, at an average of 100 per year. Recently, some units have been rented to increase the developer's cash flow.

Downingwood in Irvington, New York, shares the price structure targeted for the Hastings development. The project is a high quality, low-density townhouse development. Interior amenities include range with self cleaning oven, refrigerator-freezer, dishwasher, washer/dryer, food disposal, trash compacter, and air conditioning. Initially it was overpriced, with an average sales price of \$93,000. Prices were cut by 20%, the units sold at 10 per month, and the second phase will soon go into construction, with an average price projected at approximately \$80,000. Although the units offered at this project aren't comparable in size or density to those planned at your site, the next sales phase should be monitored carefully

Table 8
COMPETITIVE DEVELOPMENTS

<u>Name and Location</u>	<u>Developer</u>	<u>Project Size</u>	<u>Unit Distribution</u>		<u>Price</u>	<u>Comments</u>
			<u>Bedrooms</u>	<u>Average Size (sf.)</u>		
Winston Towers, Cliffside Park New Jersey	Centex	3600 units in 5 30-story towers are planned, 2 have been built	1	962	\$ 45-53,000	Advertised as a "second Manhatta aggressive marketing; sold 350/yr.
			2	1420	\$ 54-78,000	
			3	1805	\$ 75-92,000	
The Greenhouse Cliffside Park New Jersey	Kaufman & Broad	340 units in one 21 story tower	1	823	\$ 40-65,000	Penthouses sold very quickly.
			2	1130	\$ 57-86,000	
			Penthouses	3000	\$165-180,000	
Downingwood Irvington	Hendren & Pozzi	115 units planned, 67 completed Townhouses	1	1350	\$ 50-64,000	Initial prices averaged \$92,000 developer failed Average price is now \$72,000 and new developer so 10/mo. Large uni low density.
			2	1550	\$ 69-80,000	
			3	1700	\$ 80-84,000	
High Point of Hartsdale Greenburgh	Robert Martin	500 units in 5 mid-rise buildings	1	970	\$ 44-51,000	Comparable only scale; lower quality, inferior location.
			2	1350	\$ 53-73,000	

to see if there is price resistance. Most buyers are from Westchester, and those who were interested in the units but didn't close bought single family homes instead.

High Point of Hartsdale is similar in scale to the plan for your site, but the development has an inferior location and a different market appeal. Interior amenities include air conditioning, wall to wall carpeting, frost-free refrigerator, self cleaning oven, dishwasher, disposal, and laundry room on each floor. Shuttle service is provided to the White Plains railroad station. Buyers are mostly from Westchester and work in Westchester. The project was marketed during the height of the recession, and had to offer inducements to sell the units. Annual absorption averaged 200 units. High Point is the first mid-rise project in the County.

6. Market Concept

Our concept for residential development at your property, more fully described in Chapter IV: Site Development Plan, is geared to the luxury sales market. Buyers of condominiums at your site will consist of upper middle income small households with an urban orientation.

As the cost of all housing continues to increase, the tax advantages of condominium ownership will be a strong attraction over rental housing. For example, for an \$80,000 two bedroom condominium with 20% down and an 8½% 30-year mortgage, we estimate monthly carrying costs at \$800, for principal and interest, real estate taxes, and common charges. Approximately \$650 would be tax deductible. In the 40% tax bracket, the tax savings would be \$3120 per year, and result in a net monthly outlay of \$540. This is roughly equal to the going rent for a two bedroom apartment, but the condominium owner is also building equity.

Although there are no condominiums in Hastings, this type of housing ownership has gained acceptance in the market area.

Based on the market area's demographic characteristics, a mix of one and two bedroom units will be marketable.

Our projected prices are higher than average prices at existing developments, but premium condominium units have sold at these prices. Table 9 summarizes our recommended mix of units.

Table 9
PROPOSED MIX OF UNITS

<u>Bedrooms</u>	<u>Number of Units</u>	<u>%</u>	<u>Size (sf.)</u>	<u>Price</u>
1	525	65%	900-1,050	\$60,000-\$85,000
2	275	35%	1,100-1,300	\$75,000-\$120,000

There should be a high level of recreational amenities, such as swimming pools, tennis courts, and a community center building for residents' use. Interior amenities should include air conditioning, oven and range, refrigerator, dishwasher, carpeting, and laundry room on each floor.

Based on our analysis of other developments in the market area, and given the size of the market that could be directed to housing at your site, we project an average of 160 condominium units per year could be absorbed at your site. This absorption rate assumes a highly professional and active marketing effort.

B. OFFICE MARKET

Your site's poor accessibility and distance from major highways make it unacceptable for regional office development. The site cannot compete with the millions of square feet of office space located along the County's expressways.

In combination with the proposed residential development at your property, a market for local service office space could be created. Our analysis of the existing office space supply and demand in Hastings shows a potential for office space development of up to 50,000 square feet (with rents at \$8.00 per square foot.) Typical tenants would be legal and accounting, planning, architectural and other consulting firms, medical professionals and other local small space users, attracted to this location because of the residential population concentration and proximity to the railroad and CBD.

Most existing office space in Hastings consist of storefronts and second floor level space in the commercial core and converted residences on the fringe. Rents are in the range of \$3-4 per square foot. The only recent office construction is the seven year old 15,000 square foot Wendrow Building. Rents are approximately \$6.00 per square foot. The major tenant moved out several months ago, and 5300 square feet are still available.

We have not included office space in our site plan because its development would require construction of an off-site parking structure with access via the Warburton Avenue bridge to handle the increased traffic flow and bypass downtown streets. To be competitive with other local area office space, the cost of parking must be included in the rent, and the attainable rents at your site do not justify the costs of this structure.

However, if the Village assisted in the construction of this improvement, office space could be a viable part of the proposed development.

III. ENGINEERING ANALYSES--CONCLUSIONS

Howard P. Hoffman Associates supervised the civil and environmental engineering firm of Dolph Rotfeld Associates as they assembled a team of professionals to conduct technical engineering studies. Included were a ground survey (sub-contracted to Donald R. Calabrese Associates), soil boring program (Eastern Testing Services, Inc.), noise study (William Timm, P.E.) soils analysis and bulkhead survey (Vincent Bonvissuto, P.E.), traffic study (Transportation Planning Group), and utility analysis and plan (Dolph Rotfeld Associates).

The full details of their findings with maps and other figures, are presented as a second volume of this report. Major conclusions and their impact on development costs and feasibility are summarized here.

A. GENERAL SITE CHARACTERISTICS

A high proportion of the site is covered by buildings with thick slab foundations, which must be demolished and removed prior to construction of new foundations for the proposed buildings. Removal adds to the site preparation costs.

The existence of extensive wood piles, concrete pile caps and concrete grade beams requires special attention in the design of foundations for new structures, and will contribute to total construction costs.

B. SUBSURFACE CONDITIONS

The subsurface materials of the site fall into four basic strata classifications (top fill, grey clay, sand, red clay) before bedrock is reached at depths varying from 54 to 106 feet below the surface. In general, the bedrock slopes downward from the eastern edge to the western edge of the site.

The characteristics of these soils dictate that conventional spread footings cannot be used and floating mat type foundations are not advantageous.

Depending upon foundation loads, which vary primarily according to building height, it is likely that a combination of conventional wood piles, high strength piles (for example, steel or reinforced concrete) and caissons will be required.

These foundations must penetrate to the sand strata (at a depth varying between 50 to 90 feet) because the two top layers are unsuitable to support building foundation loads or heavy underground utilities. In addition, the top layers are subject to consolidation under any significant loading, including that of parking and roadway pavements, so preconsolidation techniques may be necessary.

Preliminary estimates of building foundation loads indicate that large clusters of conventional piles can accommodate the anticipated loads. However, the number required may be so large as to make high strength piles more economical. The use of higher strength piles or caissons requires penetration to or into bedrock, increasing the load capacity, but also increasing the cost per pile (due to deeper drilling, socketing into bedrock, and higher grade beam costs).

The final design of the buildings and foundations must examine more closely the economics of using conventional wood piles or large caissons socketed into bedrock.

We do know that building foundation construction costs are somewhat higher than "normal" at your site. Our site plan has considered actions to reduce costs. For example, the building configuration locates heavier building and pavement loads at the eastern edge of the property where the higher bearing capacity sand and rock layers can be reached at less cost.

C. UTILITIES

Water supply and pressure are adequate for the proposed 800 unit development. Portions of the on-site main may need to be replaced.

Existing sanitary sewer lines are adequate to accommodate the proposed buildings, but the location of the existing 12" line would interfere with new construction so it must be realigned. A new small pump station is also required to continue providing service to the property to the south, and the existing lift station will have to be upgraded to handle the increased sewage flow from the proposed development.

A new storm drainage system must be developed. The amount of surface runoff may be slightly less than at present under our redevelopment plan because pavement will cover less of the site, and some runoff may be absorbed into the soil.

Electric and telephone service is available. Although natural gas is supplied to the site for industrial use, it will not be available for the proposed residential development.

D. NOISE

Noise from trains, wind, aircraft, and boats on the Hudson contribute to the urban noise level readings recorded at the site.

The effects of noise can be modified somewhat by selection of sound absorbing construction materials and interior finishes.

E. TRAFFIC

The traffic generated by the proposed 800 unit development would generate peak flows which could comfortably be absorbed by the present street system with only minor improvements to the traffic signal systems and the removal of on-street parking (approximately 66 spaces) on both sides of Warburton Avenue from 250 feet north of Spring Street to 250 feet south of Main Street.

For site access, although the width of the Dock Street Bridge is sufficient to handle projected traffic, it would be advantageous to widen the Bridge to lessen possible congestion. The ramps at the western end of the Bridge must be modified because their difficult slope and turning radii would lead to congestion. A new ramp should be constructed to provide an adequate turning radius, improved sight distances and reduced slopes.

F. BULKHEAD

There are twelve different types of structures located along the waterfront of the site, including true bulkheads, docks, and earth embankments. Their conditions vary; some may be reused with minor modification, and others must be demolished, removed, and replaced. In the final plan, several types of structures should be used to allow for variable conditions and achieve greatest cost savings.

Generally, wood piles, which are the most predominant element of the waterfront structures are deteriorated above the waterline and probably cannot be reused because of poor reserve strength and a short remaining

life. If the piles below the waterline are in satisfactory condition as is expected, it will probably be more economical to splice a new superstructure to them rather than to remove and replace them. Some "cosmetic" improvements are planned for the waterfront promenade.

By setting back the proposed new residential structures, our site plan allows for the most economical bulkhead solutions such as earth embankments or bulkheads with exterior braces. Because the building foundation piles will distribute loads vertically, the buildings will not exert earth pressure against the bulkheads, so that building construction will not have much influence on final bulkhead design. The grades planned for the residential development will allow for some on-site burial of bulkhead demolition materials, thus reducing the cost of trucking and removal. ?

IV. SITE DEVELOPMENT PLAN

The site plan for your Hastings property (Figure 4) is an economically feasible plan for its redevelopment, based upon our analyses of the property's physical characteristics, engineering costs, and market research. Although we consider the plan consistent with the Village's goals for the waterfront, most likely it will be modified in the course of the zoning and approval process, and as additional detailed architectural and engineering design studies are completed.

A. CONCEPT AND LAND USES

Our concept is for a mid-rise, 800-unit luxury residential community on the waterfront, with approximately 10,000 square feet of related convenience shopping and service space and a high level of recreational amenities for the project's residents.

The expansive views of the Hudson River and the Palisades are emphasized by arranging the buildings in a U-shaped courtyard configuration. Every residential unit has a balcony or terrace oriented toward views of the water and interior landscaped courtyards. Views of the railroad and industrial areas to the south are minimized by placing buildings with single loaded corridors on the site's perimeter and by planting trees and shrubs. Buildings perpendicular to the waterfront are stepped down to create penthouses with large terraces and enhance views.

The recreational amenities include a 10,000 square foot community building for social functions and indoor activities, outdoor swimming pools, tennis, volleyball, basketball and handball courts, and boat docks. Large areas of the site are left as open space for active and passive recreation.

The proposed development is pedestrian oriented, with vehicular movement (except for emergency vehicles) restricted to the parking areas at the perimeter of the site. All parking is on site, either underneath the residential buildings at grade level, or in open parking areas screened by trees, shrubs and earthen berms.

Of the 26.5 acre upland site, five acres are covered by buildings, six acres are paved for outdoor parking, and 15.5 acres remain as open space for courtyards, recreation, and parks.

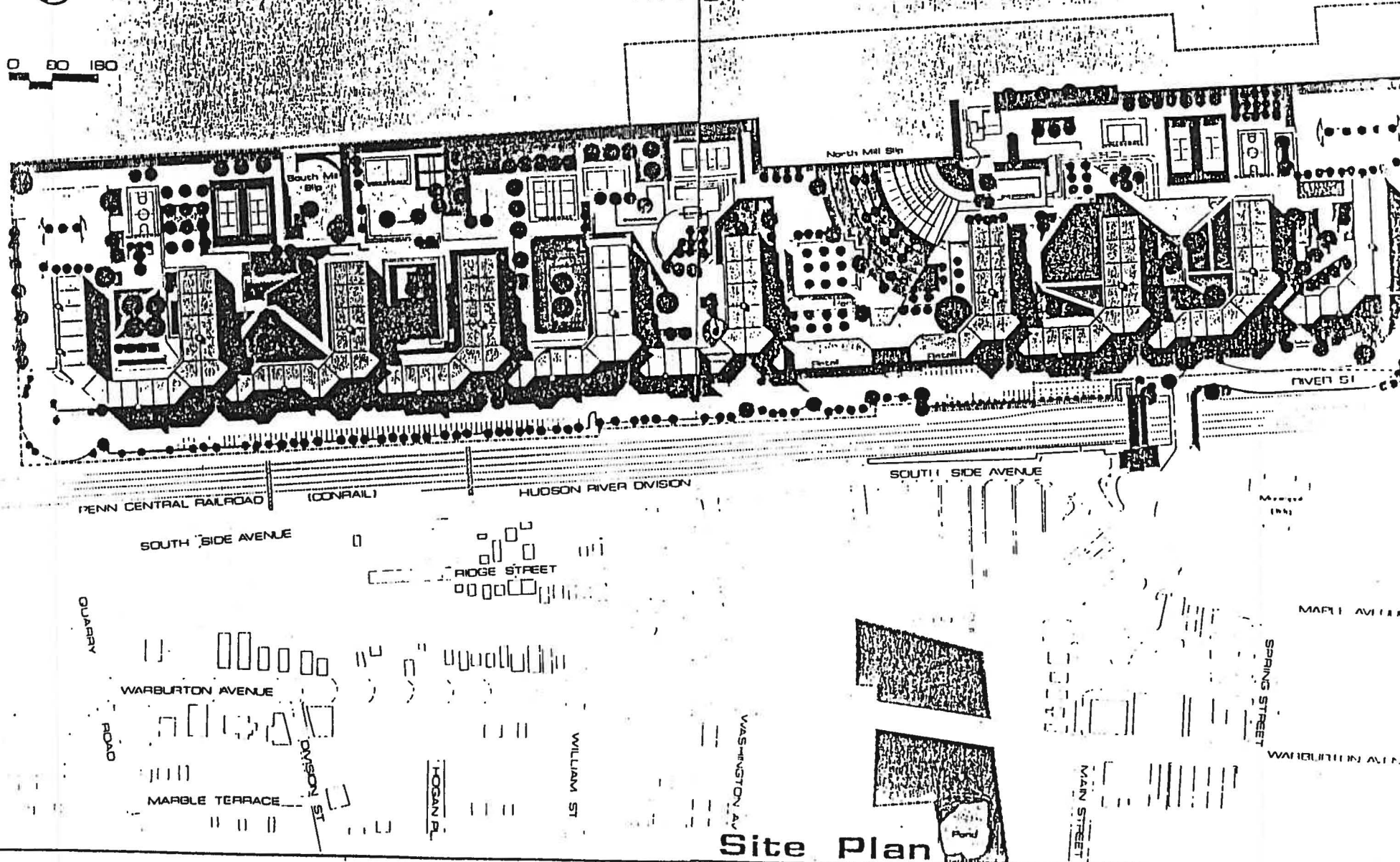


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HUDSON

RIVER

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Site Plan

FIGURE 4

A waterfront promenade and public park area with restaurant, cafes and some recreational amenities is included for the enjoyment of Village residents and to promote public acceptance of the plan. Separation of private and public areas will be achieved through changes in grade, landscaping and other barriers. In line with Village interest in preserving views of the water, a large open plaza is located in the view line from the Warburton Avenue Bridge. Buildings parallel to the shoreline are low-rise to allow wide vistas through the development from the Village.

B. BUILDINGS

The residential buildings proposed consist of ten mid-rise structures perpendicular to the River, connected by eight low-rise structures parallel to the River.

Lobbies, mechanical and circulation space, and parking occupy the grade level in the mid-rise buildings. The low-rise buildings, which are single loaded with exterior corridors, do not have lobbies. Residential units begin one level above grade.

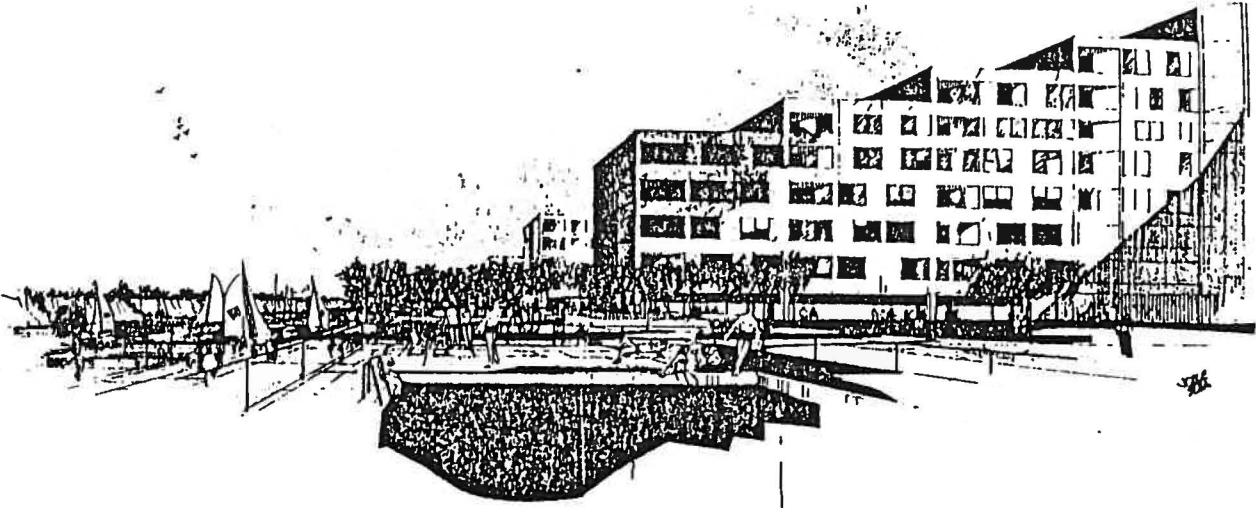
The mid-rise structures step down from eight to four residential floors, creating two penthouse units on the fifth, sixth, seventh, and eighth floors. Low-rise buildings have five residential floors. The Rendering and Section (Figure 5) illustrate the type of buildings envisioned.

The average size of the residential units is 1200 square feet (gross). The 525 one-bedroom units range between 900 and 1050 square feet; the 275 two-bedroom units have 1100 to 1300 square feet of indoor area. Balconies and terraces provide additional space for each unit.

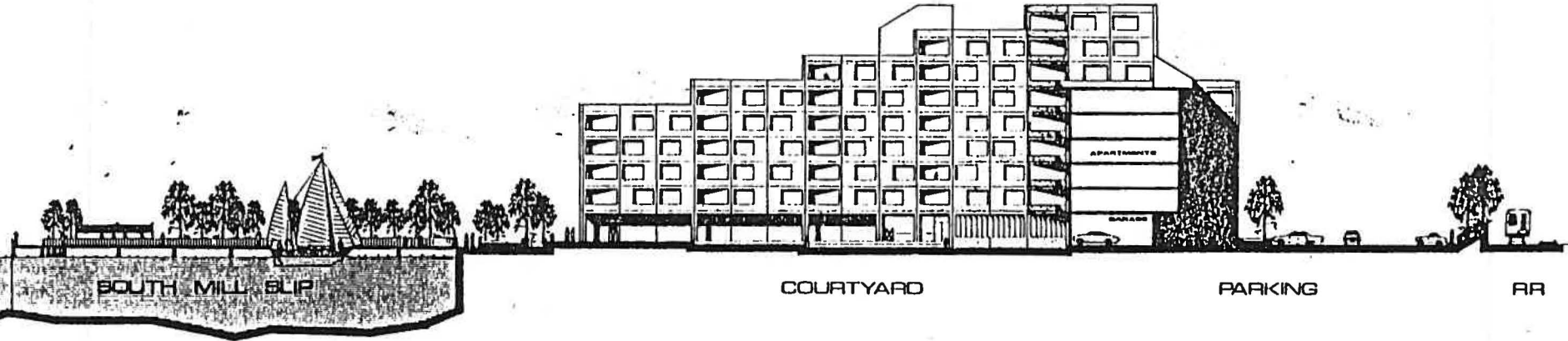
The arrangement and height of the proposed buildings improve the Village's views of the River and Palisades by creating wide vistas over the low-rise structures. The low-rise buildings planned are 60 feet above grade, approximately 12 feet lower than the elevation of the Warburton Avenue Bridge. Because the mid-rise buildings are 165 feet apart, broad views over the low-rise buildings are provided. The height of the tallest building proposed is 82 feet above existing grade. This is approximately 13 feet higher than the tallest building (72A) now on the property.

THE
NACONDA COMPANY

**HASTINGS
ON
HUDSON**



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The 10,000 square foot community building is centrally located in one of the low-rise buildings facing an interior courtyard. Approximately 10,000 square feet of retail/service space is also provided in a central area of the site, near the public park area and restaurant.

The total proposed building coverage is approximately 20% of the site area, compared with the existing 70% coverage.

C. ACCESS AND CIRCULATION

Vehicular access to the proposed development at your site is via the Dock Street Bridge, with a right turn onto a proposed new ramp leading into the parking area at the northern end of the project. The bridge is also the only access point for vehicles with destinations north of your property (Robison Oil and the Hastings Marina).

The existing Dock Street Bridge is adequate to handle the anticipated increase in traffic generated by the proposed 800-unit residential development. However, from a marketing point of view, it would be advantageous to widen the bridge from 24 feet to 40 feet and to include a sidewalk for pedestrian access.

Pedestrian access is via the Hastings railroad station overpass and a sidewalk on the Dock Street Bridge.

On-site vehicular and pedestrian circulation is diagrammed in Figure 6. Passenger and service vehicles (sanitation, pick ups and deliveries, etc.) are restricted to the parking areas along the development's perimeters and under the buildings. Emergency vehicles (fire, police, ambulance) have access to the development via the parking areas and special lanes with heavy-duty pavement.

Residents enter the building lobbies via the interior courtyards or the parking areas. A system of landscaped walkways throughout the site brings residents to the waterfront recreational amenities, and other buildings.

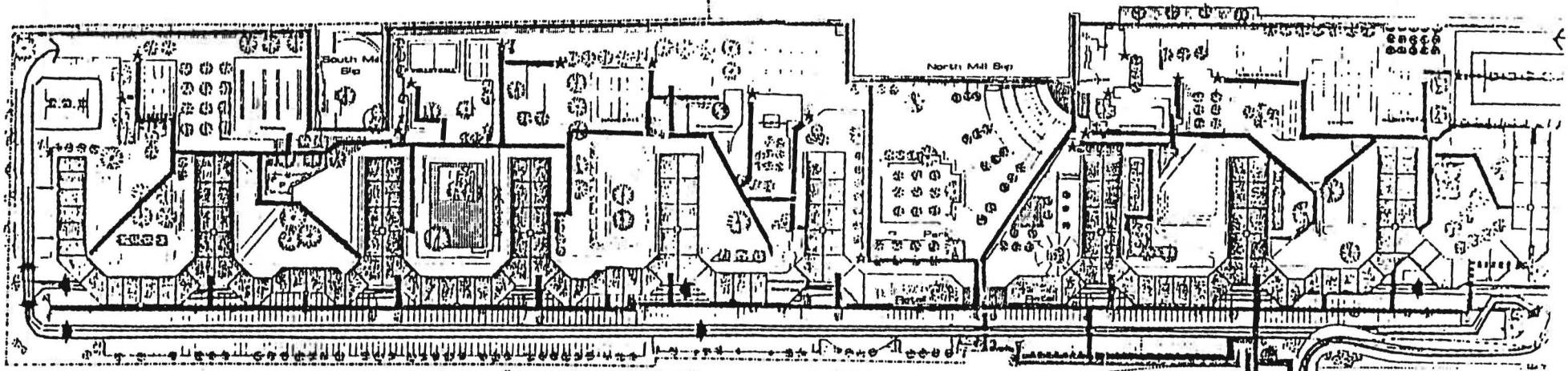
Public areas are limited to a central park and the waterfront promenade. Non-residents enter these areas via a decked area near the restaurant and retail buildings.

D. PARKING

Spaces for approximately 1,100 cars are provided for residents in paved parking areas at grade level on the

HUDSON

RIVER



PENN CENTRAL RAILROAD (CONRAIL)

HUDSON RIVER DIVISION

SOUTH SIDE AVENUE

BRIT Bldg

Site Circulation Plan

FIGURE 6

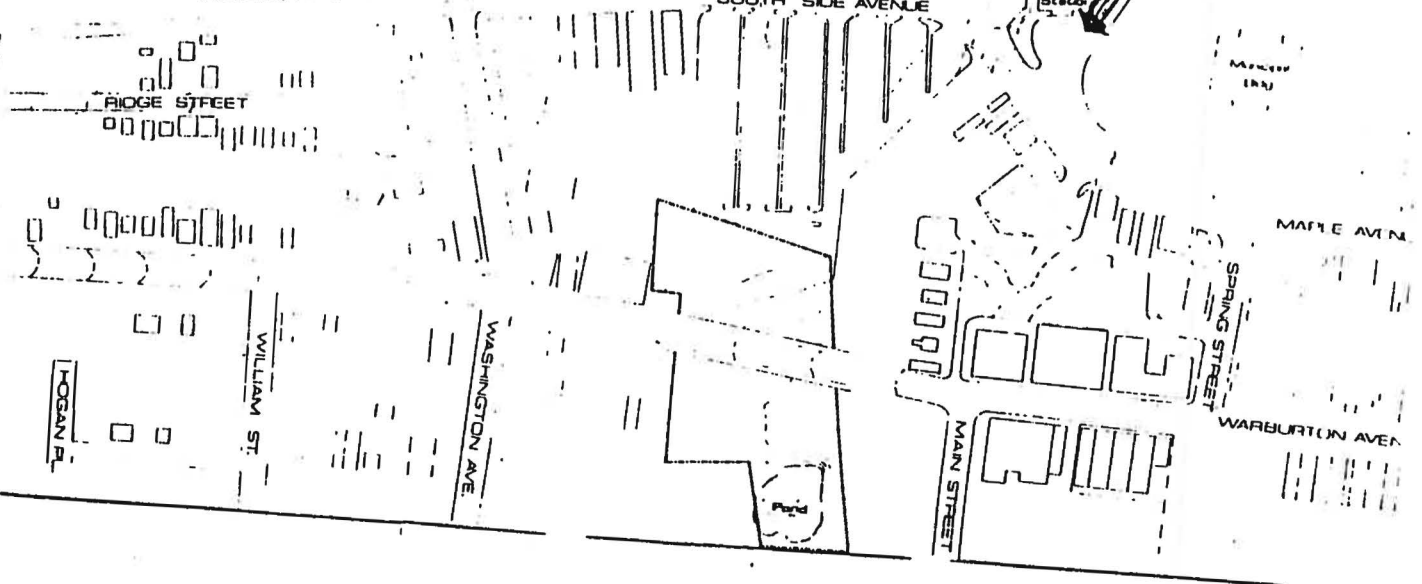
- Passenger Vehicles
- Emergency Vehicles
- Service Vehicles
- Off-Site Vehicles
- Vehicular Direction
- Pedestrians - Residents
- Pedestrians - Public
- Entrance Control Point



0 80 160
100 150

SCALE
1" = 160'

MP
H



site. This allows for 1.38 spaces per dwelling unit. Minimum parking requirements for the new Multiple Residence - Commercial Zone have not yet been specified by the Hastings Zoning Ordinance. Parking ratios for residential developments in the market area range between one and two spaces per dwelling unit. Given the more urban than suburban character of the development envisioned, and its proximity to convenient rail transportation, the 1.38 ratio should be adequate to serve the residents at the site and their visitors.

Parking for visitors to the public areas (waterfront, park, restaurant) must be off-site because additional on-site parking cannot be accommodated at grade level and the cost of building a parking structure is prohibitive. Our objectives are to minimize the visual impact of paved parking areas, minimize the number of vehicles entering the site, and encourage a pedestrian oriented development.

V. THE GOVERNMENT APPROVAL PROCESS

A. APPROVALS AND PERMITS

Approvals from the Village of Hastings are required for any demolition, new construction, renovation, or change in use on your property. The State and Federal governments require permits for certain types of development that have an impact on the environment of an area.

1. Zoning

The Village's zoning powers are the key to the realization of our redevelopment plan.

A zoning change is necessary to permit the development proposed. Your property's zoning, GI (General Industry), permits most industrial and commercial uses but specifically prohibits residences.

There is currently no zoning classification in the Village of Hastings Zoning Ordinance that would permit the proposed mixed use development. The Village's RC-2 Multiple Residence Zone permits a density of 29 units per acre (similar to that of our plan), but has a three-story height limit. It does not permit retail or restaurant establishments.

The Village has been redrafting its Ordinance and has created a new zone, "Multiple Residence - Commercial", but is waiting for Anaconda's redevelopment proposal before specifying its provisions.

2. Environmental

Under the New York State Environmental Quality Review Act of 1975, local governments may require an environmental impact statement for any significant new developments.

The purpose of the Act is to introduce the consideration of environmental factors into the early planning stages of projects and to make local governments aware of the environmental consequences of their actions prior to approving new development.

The information required to assess a proposed project's impact includes data on soils, drainage,

utilities, air quality, increases in municipal expenditures, traffic generation, and other related issues.

The Village of Hastings is interested in determining the various impacts of your property's redevelopment, and hired a planning consultant last year to conduct a study of hypothetical combinations of residences and offices at your site.

Zoning and environmental issues are very closely related at the local level. Public meetings and public hearings will address both topics. A satisfactory resolution of environmental impact questions is essential to securing a zoning change and, eventually, building permits from the Village.

At the State level, permits from the New York State Department of Environmental Conservation are required for some of the bulkhead work contemplated for this project. An air resources permit, tidal wetlands permit, and water quality certification are also required.

Detailed engineering plans and specifications for the bulkhead construction or repair, measurements of existing air and water quality and projections of pollutants resulting from the proposed development, and similar technical information must be provided to this agency.

The agency may make an administrative determination that a permit is not required. For example, the DEC may determine that your project would have no impact on tidal wetlands ecosystems because there is no plan to dredge or fill the River or discharge into it. In cases where a permit is required the agency publishes public notices in the local newspaper, describing the work to be undertaken and requesting public comment by a specified deadline. If controversy arises, a public hearing may be called.

On the Federal level, a letter of approval from the Army Corps of Engineers is required for repairing or reinforcing the existing bulkheading. If new bulkheading is needed where no bulkhead exists now, a permit is required.

3. Railroad

The Trustees of the Penn Central Railroad require a permit for any work over the tracks, including the repair or replacement of the Dock Street Bridge. Since Conrail will continue its scheduled train service along the Hudson Division tracks, adequate safety provisions must be made before any bridge work can be undertaken. The Railroad's engineers must approve plans and specifications for the bridge work proposed.

B. STRATEGY

1. "Negotiating" Waterfront Plan

As a tool for negotiating approvals from the Village, we developed an alternative plan to present to Village officials, who have expressed an interest in seeing the redevelopment of the waterfront as a whole.

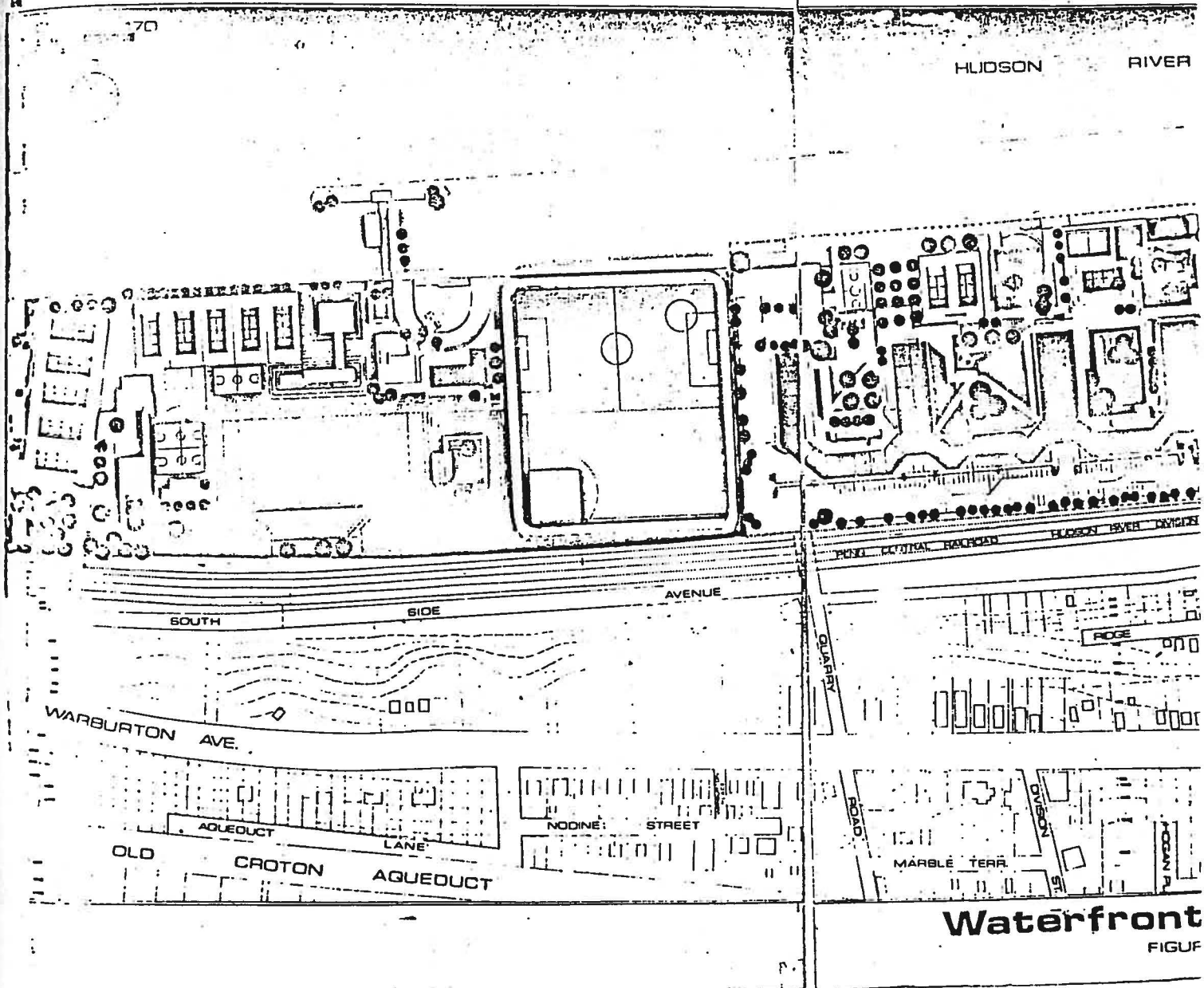
The Waterfront Plan (Figure 7) includes the 15-acre adjacent industrial property as a public park with recreational facilities. On Anaconda's property the general building configuration of the Site Plan remains the same, except:

1. An additional 300 residential units are provided by increasing all buildings by two stories;
2. 50,000 square feet of office space is included by adding five stories to the one-story retail space;
3. More boat docking facilities and a pier in the North Mill slip are added.

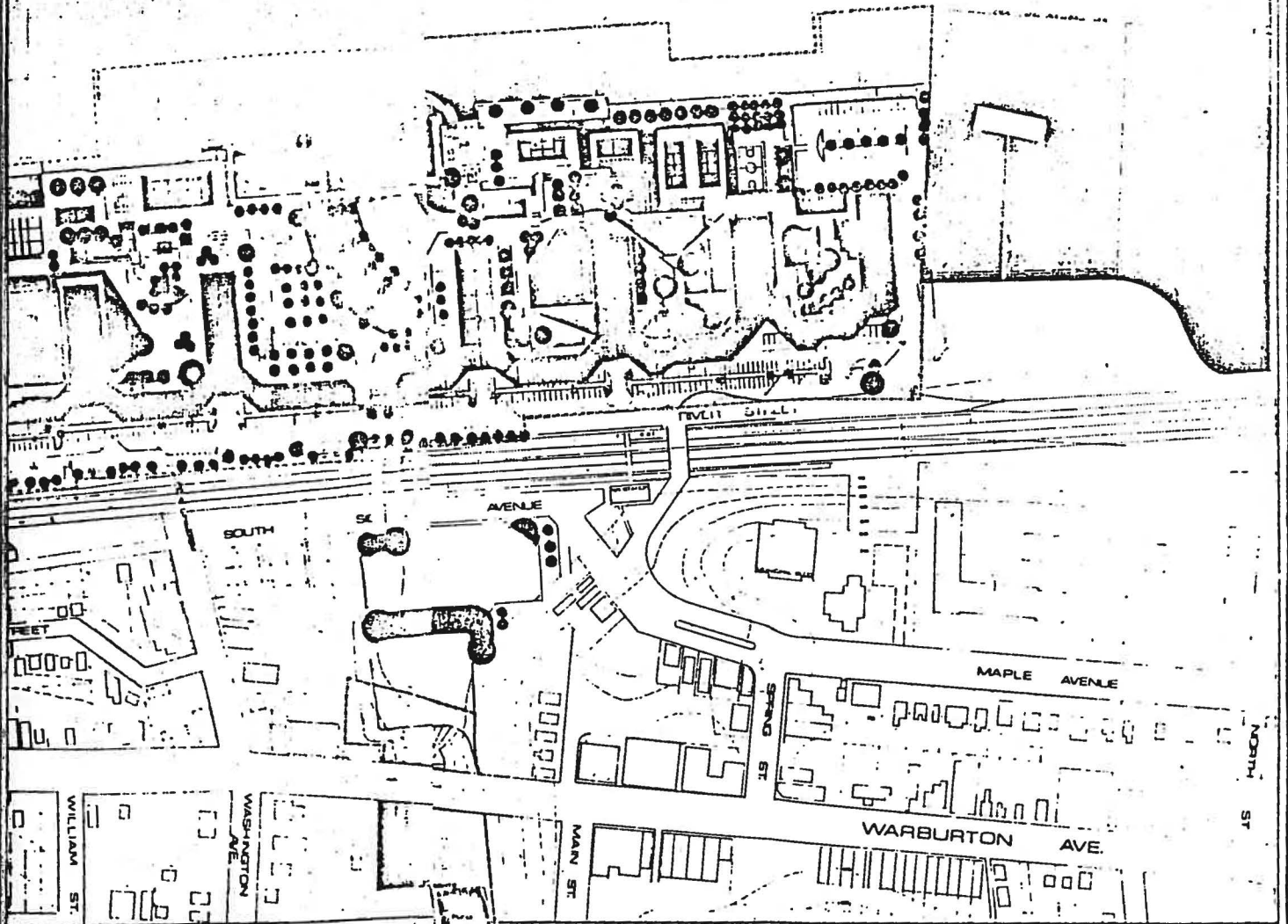
In addition, the Waterfront Plan proposes an 800-space off-site parking structure stepped down from Warburton Avenue on the site of the existing Village parking lot. Vehicular access to the garage is via Warburton Avenue with a second access point at Southside Avenue. A pedestrian bridge links the off-site parking structure with the site near the deck of the retail-office area.

On-site parking rema
provided for each dw
structure provides 4
residents, 1-75 for o
Village commuters an

The redevelopment of
park would signific



HP HOWARD P. HOFFMAN ASSOCIATES P.C.
122 EAST 42ND STREET, NEW YORK, NY 10017



Plan

On-site parking remains the same, with one space provided for each dwelling unit. The off-site structure provides 400 additional spaces for residents, 175 for office workers, and 225 for Village commuters and central business parking.

The redevelopment of the adjacent property into a park would significantly enhance the waterfront and your property for residential use. Recreational activities such as football, baseball, hockey, tennis, basketball and children's playgrounds are shown in our waterfront plan.

Our recommended strategy is to demonstrate the positive fiscal impacts of the proposed 1100-unit development (as well as the negative impacts of not redeveloping the property), while seeking Village contributions and assistance to see the plan implemented. This 1100-unit, 46-acre plan could only be economically feasible with substantial Village assistance, such as financial contributions for the construction of the off-site parking structure, waterfront promenade and other on-site public areas, the improvement or replacement of the Dock Street Bridge, and acquisition of the Mobil-Uhlco property.

State and/or Federal funds may be available for certain portions of the redevelopment proposed. For example, money from the Bureau of Outdoor Recreation, with matching grants from the Parks and Recreation Commission, may be possible for creating public park areas and the waterfront promenade. These and other sources of public funding should be fully explored.

At the local level, the Hastings Industrial Development Agency (IDA) may be the vehicle to provide assistance in redeveloping the waterfront. The 1974 Hastings Waterfront Study recommended the creation of the IDA for this purpose. A major aim of this study was to find a better use for the 15-acre adjacent industrial property, and to seek feasible ways to develop waterfront recreation areas open to the public.

It is important to create a sense of community participation to gain support for the redevelopment project. Interaction with local groups and influential residents is essential to secure approvals