

# VILLAGE OF NYACK

## COMPREHENSIVE PLAN UPDATE



### PROPOSAL

SUBMITTED TO THE VILLAGE OF NYACK MAY 15<sup>th</sup>, 2015



**Kevin Dwarka LLC**  
Land Use & Economic Consulting



**ARUP**

**LAND USE LAW CENTER**  
**PACE UNIVERSITY SCHOOL OF LAW**  
WHITE PLAINS  NEW YORK



Mr. James Politi  
Village Administrator  
Village of Nyack  
9 North Broadway  
Nyack, NY 10960

Dear Mr. Politi,

As the Managing Principal of Kevin Dwarka Land Use and Economic Consulting LLC (KDLLC), I am delighted to submit this proposal in response to the RFP for the Village of Nyack’s update of its comprehensive plan. As a city planner, urban economist, and licensed land use attorney, I have worked for two decades on the revitalization of urban areas. My skill set is unusual in that I guide planning initiatives from their earliest stage of market assessment to the final stages of implementation including land use approvals and infrastructure financing.

My planning firm, headquartered on Wall Street, will lead this effort with myself serving as the project manager and lead contact. Prior to forming my own firm in 2007, I held senior positions at Nelson Nygaard Consulting Associates and the MTA, where I managed a number of cross-disciplinary studies. Presented below are the planning initiatives that my firm has led just within the last 18 months:

<b>Town of New Castle</b>	<ul style="list-style-type: none"><li>▪ New Castle Comprehensive Plan Update</li><li>▪ Downtown Chappaqua Revitalization Study</li><li>▪ Millwood Revitalization Study</li></ul>
<b>Newburgh Community Land Bank</b>	<ul style="list-style-type: none"><li>▪ Newburgh Land Use &amp; Market Analysis</li><li>▪ Newburgh Neighborhood Revitalization Plan</li></ul>
<b>Greater Newburgh Partnership</b>	<ul style="list-style-type: none"><li>▪ Broadway Corridor Action Plan</li></ul>
<b>City of Poughkeepsie</b>	<ul style="list-style-type: none"><li>▪ Main Street Economic Development Strategy</li></ul>
<b>Ridgefield Economic Development Commission</b>	<ul style="list-style-type: none"><li>▪ Ridgefield Economic Development Strategy</li></ul>

Our team includes globally recognized leaders in multi-modal transportation planning from Arup as well as land use lawyers and sustainability experts from Pace University’s Land Use Law Center. Combined, we offer a locally based team that will help the Village of Nyack maximize the economic returns of sustainable transportation investments.

If you have any questions regarding our application, please feel free to contact me.

With Best Regards,

*Kevin Dwarka*

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## OUR TEAM

Kevin Dwarka Land Use & Economic Consulting LLC (KDLLC) is a certified minority owned urban planning firm specializing in urban revitalization through transit-oriented development. Headquartered on Wall Street, the firm is led by Dr. Kevin Dwarka, a city planner, urban economist, and licensed land use lawyer. A Senior Fellow at Pace Land Use Law Center, Dr. Dwarka offers an unusual combination of skills that fully integrate market-based revitalization strategies with legally sound implementation approaches. Dr. Dwarka is currently the lead technical consultant on the updating of New Castle’s Comprehensive Plan as well as several other multi-disciplinary projects in the Hudson Valley. For the Village of Nyack’s Comprehensive Plan Update, he will serve as the project manager and primary contact person.

Supporting Dr. Dwarka will be Madeline Fletcher, a Principal at KDLLC, and Melissa Kaplan-Macey, a Principal at Collaborative Planning Studio. Like Dr. Dwarka, Ms. Fletcher is an experienced urban planner as well as a licensed land use lawyer specializing in the implementation of comprehensive plans. Formerly of BFJ, Ms. Kaplan-Macey has extensive experience helping Hudson Valley communities update their zoning codes to reflect best practices in sustainability.

Under our team’s proposed staffing plan, Nyack’s Multi-modal Transportation Strategy would be led by Susan Ambrosini, a senior planner at the New York City office of Arup, a global multidisciplinary firm with extensive qualifications in sustainable transportation planning including ferry planning, parking policy, and bus rapid transit feasibility analysis. As part of its recent work on with the Mass Transit Task Force in Rockland and Westchester Counties, Arup’s New York City office developed transit recommendations for the I-287 corridor in conjunction with the design and construction of the New NY Bridge, and gained consensus for a bus rapid transit (BRT) system to provide a world-class transportation alternative to residents and commuters in both counties.

Designing and leading the public engagement strategy will be Tiffany Zezula from Pace Law School’s Land Use Law Center (LULC). Headquartered in White Plains, the LULC has extensive experience designing consensus buildings strategies, TOD programs, and sustainability plans for municipalities throughout the Hudson Valley. LULC also has deep knowledge of the NYSERDA Cleaner Greener program and is currently leading the public engagement strategy and sustainability planning for New Rochelle’s NYSERDA funded Comprehensive Plan. The table below identifies the leading members of the team.

### **Core Team Members**

<b>Team Member</b>	<b>Proposed Project Role</b>	<b>Affiliation</b>
Kevin Dwarka, MCP, JD, PhD	Project Manager	Principal of KDLLC; Senior Fellow at Land Use Law Center
Madeline Fletcher, MS, Esq.	Deputy Project Manger	Principal of KDLLC
Susan Ambrosini, MUP, AICP	Manager for Multi-modal Transportation Strategy	Senior Planner at Arup
Tiffany Zezula, Esq.	Manager of Public Engagement	Deputy Director of Land Use Law Center

## PROJECT UNDERSTANDING

### A Market Based and Fiscally Sound Approach to Comprehensive Planning

Most consulting firms conceive of the comprehensive planning process as an opportunity for establishing a long-term vision for growth and development. Our team is unique because we think that comprehensive plans should not only be visionary but grounded in market-based realities and rigorously assessed for their fiscal outcomes. Too often the lofty objectives of comprehensive plans remain unrealized because planners never contemplated the locality's competitive market advantages or the budgetary implications of proposed policies.

We think the emphasis on sustainability in Nyack's proposal is a critically important refinement of the 2007 comprehensive plan. The scope of work presented in the RFP includes the identification of sustainability goals, assignment of concrete performance metrics, and determination of benefit values. We wholeheartedly agree with this environmental emphasis. And we carefully staffed our team with sustainability experts (including the Pace lawyers who authored the LEED ND Technical Manual) to make sure that Nyack's plan is a national model for inscribing existing sustainability plans into a comprehensive plan.

And yet, we still believe that ***the most important purpose of Nyack's Comprehensive Plan is that the planning process generates a viable road map for local economic development especially for the village's downtown, waterfront, and gateway area.*** Especially in the context of major upgrades to local and regional transportation infrastructure, now is the time to establish Nyack as a national model for transit-oriented economic development. We also believe that using the comprehensive plan to advance an economic development strategy is not in tension with NYSERDA's sustainability goals. If we can successfully intensify land uses around BRT stations, a ferry terminal, and the downtown urban core, we can achieve far-reaching environmental benefits not just for Nyack but for the surrounding region.

Because we value local economic development as the guiding force of this comprehensive plan, our version of the technical project scope actually begins with a critical assessment of Nyack's economic development program that goes far beyond the data analysis and general conclusions (see *Task 4a* in the Proposed Scope of Work). Specifically, we propose to establish a detailed diagnostic of existing market and economic conditions in order to ascertain why certain redevelopment efforts, especially in the downtown, have succeeded while others have failed. We believe that this sort of strategic analysis will help us make smarter land use and infrastructure choices that are not only environmentally sound but also fiscally productive. Of particular importance is making sure that Nyack fully captures the economic benefits of the New NY Bridge, new ferry connections, BRT stations (especially around Exit 11), and Main Street.

### Transit-Oriented Development

There is no shortage of best practice guides for facilitating transit-oriented development. However, our team includes members who are not only versed in TOD policy but also versed in the actual development of transit-oriented projects from the initial stages of conceptual planning to their financial modelling to their legal approval to the acquisition of their financing and finally to their construction.

Given the opportunity for furthering transit-oriented development on multiple sites throughout the Village, we think a developer's perspective of transit oriented development is instrumental to the viability of the comprehensive plan. What we mean specifically is that the comprehensive plan is not simply an opportunity to generically support "transportation-land use linkages" but to specifically define the barriers to redevelopment, contemplate opportunities for streamlining the land use approval process, facilitating dialogue with prospective TOD developers, identifying the unique funding opportunities (public, private, and foundational) for making TOD work, and establishing the types of public private partnerships that best position Nyack to work cooperatively with both private developers and transportation agencies to intensify urban infill sites. These types of tasks, which are interwoven into our technical approach, are especially important because of the inclusion of a Multi-modal Transportation Strategy within the update of the Comprehensive Plan. While Arup will be assessing the viability of the certain infrastructure solutions, the other members of our team from KDLLC and LULC will be ensuring that these solutions are advancing a real strategy for transit-oriented development.

### Implementation Guidance

Another reason why comprehensive plans often fail to materialize into actual development projects and infrastructure changes is because no effort was made to align planning strategies with local and state land use and environmental regulations. The 2007 version of Nyack's Comprehensive Master Plan provides an Implementation chapter. But this "implementation" chapter is mainly a list of recommended actions. We think the comprehensive planning process should empower the Village and its stakeholders to learn more fully about concrete strategies for overcoming the complex web of regulatory barriers undergirding redevelopment. Our team includes five land use attorneys, all of whom are licensed in the State of New York and experts in the rules and regulations regarding downtown infill development, waterfront planning, TOD projects, and municipal finance. We also do not believe that implementation guidance is "the last chapter in the comprehensive plan". On the contrary, ongoing implementation guidance informs every stage of our comprehensive planning process including the public engagement process.

## PROPOSED SCOPE OF WORK

We propose to complete the following scope of work within a nine month (rather than 12 month period). Our work plan generally aligns with the scope presented in the RFP. However, we have taken the liberty to further define key tasks, identify budgetary constraints, and suggest opportunities for integrating certain tasks and deliverables. Presented below is our proposed scope of work that we believe can be realistically performed within the available budget.

### Task 1: Contract Management

Dr. Kevin Dwarka will serve as the project manager and lead contact throughout this initiative. He will assume lead responsibility for the issuance of the progress reports, attend all meetings and public outreach efforts, facilitate interagency coordination, and prepare the final report for NYSERDA. (Please see *Task 9: Completion of Final Deliverables* for scope addressing the final reports to NYSERDA including the technology transfer document and the final Project Benefits Metrics Report.)

➔ **Task 1 Deliverables: Quarterly Progress Reports**

**Task 2: Sustainability Evaluation and Preliminary Project Benefits Metrics**

Kevin Dwarka, with the support of Melissa Kaplan-Macey and Jennie Nolon, will review all Nyack’s planning, policy, and zoning documents to ascertain the degree to which they advance sustainability goals, especially those articulated in the LEED ND Technical Guidance Manual, Mid-Hudson Regional Sustainability Plan, and best practices in transit-oriented development.

The findings will be integrated into two deliverables: (1) a Sustainability Evaluation Report that critically examines the alignment between Nyack’s public policies and best practices in sustainability and (2) Preliminary Project Metric Report proposing metrics for monetizing the future sustainability benefits of the Comprehensive Plan.

Both documents will also be empirically informed by the Existing Conditions Analysis that will be concurrently performed as part of *Task 4b: Existing Conditions Assessment*.

➔ **Task 2 Deliverables: Sustainability Evaluation; Preliminary Project Benefits Metrics**

**Task 3: Public Outreach Strategy**

Pace’s Land Use Law Center’s Tiffany Zezula and Jennie Nolon will design and implement the public involvement strategy with the ongoing support of KDLLC and Arup. In accordance with the RFP, this strategy includes:

- Organizing the Comprehensive Plan Steering Committee
- Facilitating Steering Committee Meetings, Public Workshops, and Design Charettes
- Conducting Outreach to Nyacks’s diverse communities
- Documenting all public engagement strategies
- Engaging the public in all aspects of plan development including issues identification, goal setting, and strategic planning
- Resolving community conflicts over goals and objectives
- Building consensus for planning strategies and the integrated Comprehensive Plan

In general, our overall approach to public outreach is consistent with the approach described in the RFP. However, we propose two fundamental refinements.

First, our experience suggests that the steering committee should meet approximately once a month over a nine month period. We not believe that six meetings is sufficient. We need to regularly update the committee on our progress and engage them as active participants throughout the planning process. These meetings will be chaired by one representative from KDLLC and at least one representative from the Land Use Law Center. Additional representatives from KDLLC, LULC, Arup, and CPS will also attend the steering committee meetings depending on the subject of the meeting.

Second, given the limited budget available for public engagement, we suggest that the public engagement plan be structured in a way to include a total of five outreach days in which public

meetings, community meetings, design charrettes and public workshops are scheduled continuously throughout the day and into the evening. The five outreach days will be spread out throughout the nine month period.

Please note that we do *not* propose eliminating the design charrette approach from our work scope although we have enfolded it into this task. We simply think that participatory exercises in transportation planning must be integrated into the overall outreach process in order to avoid confusion, minimize costs, and ensure seamless project coordination.

Please see the following sample schedule of an outreach program that we have successfully implemented in other comprehensive planning process.

### Outreach Day #1: Kickoff (Month 2)

- Key Objectives of the Day
  - Define the purpose of updating the comprehensive plan and pursuing an in-depth Multi-modal Transportation Strategy (See *Task 5*)
  - Present the scope and timeline of the comprehensive planning process
  - Collect feedback on the Sustainability Evaluation, Economic Analysis, Existing Conditions Assessment, and Project Benefits Metrics
  - Meet with relevant stakeholders
  - Establish communication links for integrated planning processes especially those related to the multi-modal transportation strategy
- Meetings
  - Project Team Meeting
  - Steering Committee
  - Community Groups
  - Interagency Coordination Meetings for Multi-modal Transportation Strategy
  - Evening Public Workshop focused on kicking off the project, collecting feedback on the preliminary findings from in-progress deliverables, and identifying key issues and opportunities.

### Outreach Day #2: Goal Setting (Month 3)

- Key Objectives of the Day
  - Distribute the Existing Conditions Assessment (See *Task 4b*) and synthesize key findings
  - Establish community consensus on the draft goals and objectives (see *Task 4c*)
- Meetings
  - Project Team Meeting
  - Steering Committee
  - Community Groups
  - Interagency Coordination Meetings for Multi-modal Transportation Strategy
  - Evening Public Workshop focused on Goal Setting for Comprehensive Plan

### Outreach Day #3: Multi-modal Transportation Design Charette (Month 4)

- Key Objectives of the Day
  - Distribute the Transportation Existing Conditions Assessment (See *Task 5*) and Present Key Findings
  - Solicit public feedback on the draft Goals and Objectives related to transportation, parking, and circulation.
  - Engage the community in a participatory process aimed at developing multi-modal transportation strategies
  
- Meetings
  - Project Team Meeting
  - Steering Committee
  - Interagency Coordination Meetings for Multi-modal Transportation Strategy
  - Evening Design Charette focused on Multi-modal Transportation Strategy Development

### Outreach Day #4: Present the Planning Strategies (Month 7)

- Key Objectives of the Day:
  - Present the planning strategies and implementation tools (see *Task 4d*)
  - Facilitate community analysis of “the fit” between the goals and the strategies
  - Distribute Draft Planning Strategies
  - Solicit both oral and written comments for revising the Planning Strategies
  
- Meetings
  - Project Team Meeting
  - Steering Committee
  - Community Groups
  - Evening Public Workshop focused on Draft Comprehensive Plan

### Outreach Day #5: Present the Draft Comprehensive Plan (Month 8)

- Distribute the Draft Comprehensive Plan
- Present the changes made to the existing conditions analysis, planning strategies, and implementation tools
- Outline the steps required for environmental review and plan adoption
- Present the final recommendations from the Multi-modal Transportation Strategy

➔ **Task 3 Deliverables: Public Outreach Strategy; Documentation of all Public Outreach Sessions**

## Task 4: Comprehensive Plan Update

The update of the comprehensive plan will be led by Kevin Dwarka and Madeline Fletcher of KDLLC. Presented below is our technical approach to completing the comprehensive plan.

### Task 4a: Economic Analysis

Comprehensive plans routinely proceed in the absence of clear financial metrics or a unifying economic development strategy. If information is collected, it is collected only as a tangential aspect of the

existing conditions analysis. Our approach is different. We will perform a detailed diagnostic of Nyack's fiscal position so that the planning process will not only advance the Village's environmental sustainability but also is long-term fiscal health. It is important for Nyack to have in place a clear economic development strategy especially given the opportunities for transit oriented development around the gateway, infill opportunities in the downtown and waterfront, and the economic returns from future transportation investments. We believe this analysis will ensure that Nyack's Comprehensive Plan not only provides a blueprint for future growth but also unlocks the economic value of its underdeveloped properties and transportation investments. Our assessment of the Village's real estate market and economic development conditions will include:

- Tax base composition, trends, and challenges
- Historical performance of proposed redevelopment projects
- Inventory of pipeline redevelopment projects
- Pending land use and infrastructure grants
- Potential land use and infrastructure grants.
- Economic development goals assessment
- Housing, commercial and retail market conditions
- Local and regional trade area along with retail leakage
- Absorption rates for all type of land use
- Income levels and trends
- Poverty Indicators
- Access to Services (education, healthcare, transit services)
- Vacancy Levels (residential, commercial, and mixed use)
- Job location
- Jobs Housing Balance
- Educational Levels
- Housing affordability
- Performance of job training programs
- Impact of current real estate and other redevelopment initiatives on the lower income neighborhoods.
- Social Infrastructure (community groups, social service organizations).
- Local economic development entities

All of this data will be synthesized into an Economic Analysis report that will define an economic development strategy, identify market opportunities and limitations, and suggest pathways for capturing the value of infrastructure investment.

### ➔ **Task 4a Deliverable: Economic Analysis**

### **Task 4b: Existing Conditions Assessment**

KDLLC will collect all relevant existing condition data relevant to the following subject areas:

- Regional Context
- Population and Demographics

- Economic and Municipal Finance Indicators
- Land Use and Zoning
  - Housing
  - Commercial Development
- Open Space, Recreation Facilities and Parkland
- Historic and Cultural Resources
- Natural Resources
- Utilities and Infrastructure
- Social Services and Educational Resources

Data in each of these areas will be collected, analyzed, and mapped in order to fully update the empirical baseline. (Note that existing conditions information regarding transportation and parking will be collected as part of *Task 5: Multi-modal Transportation Strategy*.)

We are aware that the 2007 version of Nyack’s Comprehensive Master Plan did not include extensive data tables and maps within the body of the document. We recognize the value of a comprehensive plan that is focused on strategies and not diluted by facts and figures that quickly become outdated. However, we still strongly recommend that the Village establish a strong empirical baseline to help inform the goal setting process, streamline the environmental review process, and establish a quantitative baseline for monetizing sustainability benefits for the purposes of the Project Benefits Metric Report.

The preliminary findings from both the Existing Conditions Assessment and the Multi-modal Transportation Strategy will be presented at various meetings held on Outreach Day #1. However, we will be emphasizing that our findings at that stage are indeed preliminary and engaging our stakeholders to help us identify gaps, correct inaccuracies, and shape our future revision of the assessment.

### **Task 4c: Comprehensive Plan Goals and Objectives**

Based upon the findings from the Sustainability Evaluation and the Existing Conditions Assessment, KDLLC will prepare Draft Goals and Objectives for the Comprehensive Plan. These draft goals will be vetted by the steering committee, revised, and then presented at Outreach Day #2. We expect that that our draft goals and objectives will be designed so that they align not only with best practices for inscribing sustainability in the comprehensive planning process but also carefully linked to the Project Benefit Metrics.

### **Task 4d: Planning Strategies**

With the completion of our empirical baseline and consensus reached on the comprehensive planning goals and objectives, we will then embark upon the process of defining planning strategies. The 2007 Comprehensive Plan did not present the strategies by topic area but instead organized them according to geographic area including the downtown, the gateway area, the waterfront, and residential areas. We think this organization makes sense as we anticipate that core planning strategies will include:

- Continuing efforts to revitalize the downtown and promote a sustainable form of infill development

- Techniques for facilitating transit-oriented development around the gateway area and improving connectivity around Exit 11
- Transportation and land use policies for enhancing access and economic productivity around the waterfront
- Proposals for improving the overall quality of life in the neighborhoods.

However, in spite of the enduring logic of organizing the planning strategies by geography rather than theme, we also see the value in allowing the format of the document to unfold organically based upon the input we receive from the public and the direction provided by the comprehensive planning steering committee.

It is also worth noting that unlike the 2007 comprehensive plan, the updated comprehensive plan will be prominently framed by economic and environmental sustainability objectives. These objectives will have implications for the way that we organize the planning strategies and present them both textually and graphically. One option for addressing sustainability would be to include a separate sustainability chapter (as suggested by the RFP). Another option, however, would be to address sustainability throughout the document, whether it is organized geographically or thematically.

We advised the Village of Nyack to reserve determinations on the format of the planning strategies (and thus the overall comprehensive plan) until further deliberations with the comprehensive planning steering committee.

**➔ Task 4 Deliverables: Economic Analysis; Existing Conditions Assessment; Comprehensive Plan Goals and Objectives; Planning Strategies**

### **Task 5: Multi-modal Transportation Strategy**

Arup will assume the lead role for developing the Multi-modal Transportation Strategy (MMTS). The project will be led by Susan Ambrosini, Project Manager, with support from Anthony Durante, Deputy Project Manager, who also served as the DPM for the New NY Bridge Mass Transit Task Force (MTTF). Susan and Anthony will be supported by the following technical advisors:

- Trent Lethco, AICP - Project Director for Lower Hudson Transit Link project (LHTL) for NYSDOT and MTTF for ESD
- Anthony Bruzzzone, AICP - Ferry Transit expert and BRT Transit Planner for LHTL and MTTF
- Varanesh Singh, PE – Transportation Engineer for MTTF and Woodhaven BRT project for NYCDOT

Harrison Peck, Transportation Planner with ferry expertise, will also support the team.

In developing the MMTS, Arup will evaluate all modes holistically, including pedestrians, cyclists, transit, ferries, and vehicles, as each mode interrelates and influences the other. The production of Arup's analyses will be interwoven with all other parts of the Comprehensive Planning process including sustainability planning and metrics. The economic analysis prepared in Task 4a will also help Arup define strategies that not only support access and mobility but that also align with the Village's economic development goals, especially those related to transit-oriented development. Additionally, Arup's

engagement with the public on transportation goal setting and strategy formation will be seamlessly integrated into the overall public outreach strategy.

The work product from the MMTS will be used as the basis for the transportation section of the comprehensive plan. However, there will be elements from the MMTS that will be at a level of detail beyond what should be included in the comprehensive plan. As such the MMTS will also be prepared as a stand-alone document to help direct the Village's short-term and long-term transportation strategy.

We understand that the Village would specifically like to include the following components, which are discussed in more detail below:

- Update of previous transportation analysis and traffic volumes
- Parking analysis, capacity and location of potential parking garage(s)
- Review of ferry studies, ferry landing alternatives and feasibility
- Bus Rapid Transit (BRT)
- Bike routing

#### **Task 5a: Transportation Analysis and Traffic Volumes**

Arup will perform a transportation analysis of vehicular mobility in the Village, including traffic volumes. Arup will work with the Village to determine the key intersections (up to six) for which to gather traffic volume and turning movement data. This data collection effort will assist in understanding how people are moving through area and where the greatest volumes of traffic are occurring. From our work on the Lower Hudson Transit Link project, we know that the Route 59 intersection at the Exit 11 off/on ramps is poorly performing—we would leverage some of these existing studies to perform our updated analysis in Nyack. Arup will make recommendations for improving traffic flow in these locations, while balancing the objectives of other modes. In addition, Arup will examine vehicular mobility issues and opportunities throughout the Village and make recommendations for future action. In sum, this task would include:

- Volumes and turning movements at up to 6 key intersections to supplement six intersection turning movement counts conducted in 2014 for the NYSDOT Lower Hudson Transit Link study;
- Review existing signal timing plans for signals within the Village;
- Weekday AM and PM existing peak hour Synchro analysis for key corridors in the Village;
- Review crash record data within the Village over the past 3 years;
- Recommendations to optimize traffic flow and promote pedestrian safety.

#### **Task 5b: Parking Analysis and Capacity and Location of Potential Parking Garage(s)**

The Village undertook a comprehensive parking study in 2007. Arup will review this previous study in detail to understand the previous parking concerns and recommendations for change. Based on feedback at initial Steering Committee and public meetings, and with direction from the Village and Nyack Parking Authority, Arup would determine the study area for an updated parking analysis, e.g. the downtown core. The previous study recommended actions such as alternate side parking regulations, extend hours of parking meters, improved pricing and enforcement, shared parking, code revisions, and more. Arup would perform a limited parking utilization survey within the study area to help measure the success of recent interventions. This research will be summarized in the existing conditions report and

may include: on-street and off-street parking utilization, loading zones, pricing, technology in place, areas of special concern, and potential parking garage locations.

#### **Task 5c: Review of Ferry studies, Ferry Landing Alternatives and Feasibility**

Arup understands an investigation of commuter ferry feasibility is of interest to the Village of Nyack. Potential benefits include an overall increase in transit usage, complementing existing and future transit systems, and resilient emergency response in the wake of extreme weather and other no-notice emergency situations. When planned as a fully integrated component of a larger transit network, ferries can serve as highly effective and sustainable tools in the fulfillment of these goals. Lacking reliance on fixed-route infrastructure, ferry service can be quick and relatively affordable to implement, and, running on wide-open waters, ferries rarely experience service disruption due to traffic congestion or infrastructure failure. Additionally, as a fast, scenic commuting alternative, ferries can help shift local and regional trans-Hudson mode share away from private automobiles, which can impart sustainability benefits such as reductions in annual vehicle miles traveled and greenhouse gas emissions.

To achieve these benefits, ferries are best planned in close alignment with community needs, proposed land uses, and parking capacity. Poor terminal siting, inconvenient scheduling, or uncoordinated fares can hamper new ferry services. Arup's transport planners draw from a considerable breadth of experience in ferry planning and site analysis in both New York and San Francisco and are well equipped to handle the access and integration challenges of the proposed Nyack ferry service. In general, terminal design—quick boat access and egress—is a critical component of successful operation, as is the correct sizing of vessels to markets (since boats are fuel-cost intensive, high seat occupancy is required). Arup will review existing ferry studies and landing alternatives to analyze the feasibility of ferry service serving the Village. The results of this analysis will be detailed in a Ferry Feasibility Report. Depending on the outcome of the report, strategies may be included in the comprehensive plan to advance the implementation of ferry service.

#### **Task 5d: Bus Rapid Transit (BRT)**

The Village of Nyack participated in the New NYC Bridge Mass Transit Task Force (MTTF), which recommended implementation of a BRT system along the 59 corridor with potential stops at Nyack Hospital and Main Street and Broadway within the Village. In addition to the final MTTF report recommendation, the corridor has been studied extensively in reports such as Route 59 Corridor Transit Operations Study (2007) and Transit Mode Selection Report (2009)—each underscoring the potential for BRT along across Rockland County and over the bridge to Westchester County.

Leveraging our knowledge, data, and traffic modeling from the current Lower Hudson Transit Link project, Arup will help the Village to determine the best stop locations for the BRT within Nyack. In addition, Arup will focus on how to best leverage the arrival of BRT to better connect its residents and employees to their destinations. It will be critical to provide an easy connection to the BRT stops, whether by car, cycling, or walking, so particular attention will be paid to making these connections efficient and comfortable, improving the overall transit experience. These strategies and policies will be integrated into the planning strategies section of the Comprehensive Plan

### Task 5e: Bike Routing

Cycling, increasingly popular amongst Village residents, provides locals with a convenient transportation option for getting around the compact downtown. The Village is also bicycling destination for New York City residents who often cross the George Washington Bridge and travel along the eastern shoreline of the Hudson before reaching their destination in the Village. When the New NY Bridge opens in 2018, the new bike lane will likely attract even more recreational cyclists from New York City, but also substantially increase the mobility of Village residents who wish to connect with Tarrytown or other destinations on the east of the Hudson. This local and regional demand prompts the need to improve bicycle infrastructure throughout Nyack. In 2014, the Village won a \$1.5 million transportation grant to fund pedestrian and bicycling improvements throughout Nyack. The new Transportation Chapter will coordinate and leverage this existing effort and will result in Village-wide Bicycle Network map as well as policies and strategies for improving overall bicycle mobility.

➔ **Task 5 Deliverables: Existing Transportation Conditions Report, including chapters on vehicle movement, transit (including BRT), bicycle, and pedestrian; Ferry Feasibility Report; Multi-modal Transportation Strategy, transportation sections of the Comprehensive Plan**

### Task 6: Zoning Recommendations

The RFP includes the drafting of proposed amendments to the Village's Zoning Code. However, we are concerned that allocating resources to a major rezoning initiative will divert from the critical policy-setting process that needs to take place through the comprehensive planning process. We also note that it is difficult to anticipate the scale of zoning changes required for implementing the land use recommendations that emerge from a comprehensive planning process. Finally, we are aware that the Village has been in a process of adjusting its downtown zoning polices and want to be sure that our efforts are synergistic rather than duplicative. As such, we propose to draft land use and zoning recommendations rather than formal zoning textual amendments.

We should emphasize, however, that our zoning recommendations will not be generic. In fact, our team includes several licensed land use attorneys. All of us are very familiar with the best strategies for inscribing sustainability goals into zoning codes, developing TOD zoning, and ensuring the consistency of zoning regulations with the laws and regulations regarding comprehensive planning. In other words, we will give you land use and zoning recommendations that can easily be converted into formal zoning amendments once Nyack has faithfully completed its comprehensive planning process. However, we caution against prematurely committing limited resources at this stage to rezoning.

Lastly, we should note that we are open to helping the Village define a strategy for the zoning recommendations on an iterative basis. If, for example, the planning process ultimately reveals the need for fairly limited zoning amendments, we may find ways of contributing to the adoption process in a way that does not disturb resources allocated for other parts of the scope.

➔ **Task 6 Deliverable: Zoning Recommendations**

### Task 7: Implementation and Funding Plan

As noted in the Project Understanding, KDLLC will prepare a detailed implementation and funding plan that explains exactly how the Village of Nyack will be able to implement and fund their comprehensive plan. This plan will delineate specific tasks for individual parties according to short, medium, and long-term implementation schedules that relate to the following areas:

- Additional planning (especially neighborhood planning and corridor studies)
- Zoning changes (as addressed more fully in Task 6)
- Coordination of the Comprehensive Plan with other plans (especially the implementation of the Multi-modal Transportation Strategy)
- Institutional changes related to both real estate development and social service distribution
- Fiscal and budgetary policies
- Public private partnership formation and administration
- Applications for public funding programs (especially federal transportation dollars and state programs administered through the CFA Process)
- Alternative approaches to municipal finance (including value capture and tax increment financing)

➔ **Task 7 Deliverable: Implementation and Funding Plan**

### Task 8: Guidance on Environmental Review

Under state environmental laws (SEQRA), master plan documents typically require environmental assessment but the level of detail in the assessment can vary widely depending on the outcomes of the planning process, the nature of proposed changes, future development and infrastructure projects, and the desires of the affected community. A simple negative declaration approach can be done quickly with minimal costs. The production of a GEIS, however, could cost anywhere between \$50,000 and \$300,000 depending on the degree to which the document aims to help streamline the required environmental review for future land use and infrastructural changes.

The technical production of a full environmental impact statement is beyond the scope of KDLLC's proposal and budget. However, we will provide the town with a detailed technical memorandum that explicates all of the various options for performing an environmental review. We will furnish you with the pros and cons of each option, identify the administrative costs based upon actual estimates from environmental consulting firms, and specify the range of production times anticipated for each approach.

➔ **Task 8 Deliverable: Options for Environmental Review**

### Task 9: Completion of Final Deliverables

KDLLC will assume responsibility for finalizing and then integrating the various components of the Comprehensive Plan into one cohesive document. This process includes the revision of the following draft deliverables:

- Sustainability Evaluation
- Documentation of Public Outreach

**VILLAGE OF NYACK: COMPREHENSIVE PLAN UPDATE**

- Existing Conditions Assessment
- Comprehensive Plan Goals and Objectives
- Planning Strategies
- Multi-modal Transportation Strategy
- Zoning Recommendations
- Implementation and Funding Plan
- Guidance on Environmental Review

Once these documents are in their final version, we will then begin the process of assembling a unified document that will serve as the Village’s Comprehensive Plan. With the advice of the Village and the steering committee, the integrated document will be carefully edited to ensure that it is a usable document and does not contain gratuitous information. A draft version of the document will be presented at various meetings held on Outreach Day #5.

In addition to the completion of the final integrated plan, KDLLC will also complete the Final Technology Transfer Report to NYSERDA as well as the Final Project Benefits Metric Report.

**➔ Task 9 Deliverables: Revised Version of all Deliverables; Final Comprehensive Plan; Final Report and Technology Transfer to NYSERDA; Final Project Benefits Metric Report.**

**TIMELINE**

The table below reflects our nine month timeline for completing all stages of the project. We believe that the scope of work can and should be completed within a nine month period in order to maintain momentum, ensure that the public stays informed and interested in the planning process, and to position the Village for the 2016 federal and state funding program deadlines.

	Month								
	1	2	3	4	5	6	7	8	9
<b>Task 1: Contract Management</b>	█	█	█	█	█	█	█	█	█
<b>Task 2: Sustainability Evaluation and Preliminary Project Benefits Metrics</b>	█	█	█						
<b>Task 3: Public Outreach Strategy</b>		█	█				█		█
<b>Task 4: Comprehensive Plan Update</b>	█	█	█	█	█	█	█	█	█
<b>Task 5: Multi-modal Transportation Strategy</b>	█	█	█	█	█	█	█		
<b>Task 6: Zoning Recommendations</b>							█	█	█
<b>Task 7: Implementation and Funding Plan</b>	█	█	█	█	█	█	█	█	█
<b>Task 8: Guidance on Environmental Review</b>								█	█
<b>Task 9: Completion of Final Deliverables</b>									█

## BUDGET

The total budget for our proposed scope of work will be \$206,000. This estimate is a fully bundled figure that includes all expenses and travel costs. We understand that invoicing will require a more detailed breakdown of our costs including the labor expenses incurred by each staff members. We are also open to further negotiation on the precise distribution of the costs, as necessary, during the contracting stage. The table below reflects our recommendations for budgeting the project based upon the information included within the RFP as well as our proposed scope of work.

Task / Firm	KDLLC	LULC	Arup	CPS	Total
Task 1 Contract Management	1,500				1,500
Task 2 Sustainability Evaluation and Preliminary Project Benefits Metrics	6,000	2,500			8,500
Task 3 Public Outreach Strategy		10,000			10,000
Task 4 Comprehensive Plan Update	68,500				68,500
Task 5 Multi-modal Transportation Strategy			90,000		90,000
Task 6 Zoning Recommendations	2,500	2500		7,500	12,500
Task 7 Implementation and Funding Plan	5,000				5,000
Task 8 Guidance on Environmental Review	5,000				5,000
Task 9 Completion of Final Deliverables	5,000				5,000
<b>Total</b>	<b>93,500</b>	<b>15,000</b>	<b>90,000</b>	<b>7,500</b>	<b>206,000</b>

## TEAM ORGANIZATION

The table below shows how our team is organized, describes key roles, and identifies areas of expertise.

Team Member	Project Role	Affiliation	Areas of Expertise
Kevin Dwarka, MCP, JD, PhD	Project Manager	Principal of KDLLC; Senior Fellow at Land Use Law Center	Land Use and Economic Analysis
Madeline Fletcher, MS, Esq.	Deputy Project Manger	Principal of KDLLC	Land Use and Economic Analysis
Melissa Kaplan-Macey, AICP	Zoning Advisor	Principal of Collaborative Planning Studio	Comprehensive Planning and Zoning
Susan Ambrosini, MUP, AICP	Manager for Multi-modal Transportation Strategy	Senior Planner at Arup	Urban Planning and Design
Anthony Durante	Deputy Manager for Multi-modal Transportation Strategy	Arup	
Anthony Bruzzzone	Senior Technical Advisor	Arup	Ferry Planning
Trent Lethco	Senior Technical Advisor	Arup	BRT Planning

Varanesh Singh	Senior Technical Advisor	Arup	Traffic Analysis
Harrison Peck	Transportation Planner	Arup	
Tiffany Zezula, Esq.	Manager of Public Engagement Programs	Deputy Director of Land Use Law Center	Public Outreach Design and Consensus Building
Jennie Nolon, Esq.	Facilitator; Sustainability Advisor	Staff Attorney, Land Use Law Center	Urban Sustainability
John Nolon, Esq.	Redevelopment Advisor	Professor of Law	Implementation Guidance

## FIRM PROFILES

### Kevin Dwarka Land Use and Economic Consulting

Kevin Dwarka Land Use and Economic Consulting LLC is a New York City based planning firm specializing in urban revitalization. Headquartered on Wall Street, KDLLC helps municipalities, real estate developers, and transit agencies assess the market feasibility of redevelopment strategies, craft implementation and financing strategies for transit oriented development projects, and ensure zoning codes are properly aligned with local and state land use laws.

Formed in 2007, the firm is certified as a minority owned business in New York City. KDLLC provides expert technical services in three areas:

- (1) land use and zoning guidance
- (2) economic consulting
- (3) litigation support

**Land use and zoning guidance** include redevelopment planning, zoning analysis, site selection, development approvals, environmental review, parking policy, navigation of the ULURP process, coordination with the Landmarks Preservation Commission, and right-way acquisition for transit infrastructure projects. Versed in all aspects of New York property law, with a particular focus on New York City land use law, KDLLC helps both developers and planning departments navigate the complex web of land use and environmental regulations enforced by federal, state, and local agencies.

**Economic consulting** services include real estate market analysis, affordable housing finance, infrastructure benefit-cost analysis, financial feasibility analysis (pro formas) for redevelopment projects, transit economic impact studies, infrastructure financing, sectoral studies, fiscal impact analysis, economic modelling, monetization of environmental benefits, and parking pricing programs.

**Litigation support** services including expert testimony, real property valuation, and technical analysis of land use, traffic, and environmental impact documents. KDLLC also helps mediate community land use disputes through consensus building and conflict resolution strategies.

Over the last eighteen months, KDLLC has led the technical analysis on the following projects in the NY metropolitan region: New Castle Master Plan; Downtown Chappaqua Market Analysis; Millwood Revitalization Strategy; Tarrytown Market Analysis; Peekskill Market Analysis; Newburgh Broadway Corridor Access Plan; Newburgh Land Use and Market Analysis; Newburgh Neighborhood Revitalization

Plan; Newburgh Waterfront Mobility and Access Strategy; Poughkeepsie City Center Revitalization Plan; Poughkeepsie Main Street Economic Development Strategy; and the Ridgefield Economic Development Strategic Plan. The firm has also successfully shepherded building rehabilitation projects through the New York City Landmarks Preservation Commission Approval process and served as an expert land use analyst for a federal court case regarding the compliance of a New York zoning regulation with fair housing laws.

## Arup

Arup is a global, integrated, multidisciplinary firm of professionals working together for our clients to tackle complex building, design and systems issues. We are 12,000 engineers, designers, planners, management and business consultants, and economists comprising 90 networked offices in 35 countries.

Arup's mission is to shape a better world. Our approach to our work is human-centered—we start from the premise that whatever the project, there are real people and real lives at the heart of what we seek to achieve. It also means keeping a close eye on emerging trends and innovations, focusing on realistic, locally relevant solutions.

### Transportation Planning

Arup offers a complete range of transportation planning and engineering skills, from initial assessment to implementation and construction. Our scope of expertise encompasses transportation planning, traffic engineering, station area access plans, wayfinding strategies and parking studies. Arup also provides policy, planning and design services for transit-oriented development, joint development, and public-private partnerships including advising cities and transit operators for site-specific, corridor, and system-wide strategies.

Arup's New York City office is home to our 20-member Integrated Planning team, consisting of transportation planners and engineers, urban designers, and traffic and pedestrian modelers. With round-the-clock access to an international network of planners, designers, and engineers in three dozen countries, our New York planners consistently infuse global best practices into local and regional projects.

In our recent work with the Mass Transit Task Force in Rockland and Westchester Counties, we developed short-, mid-, and long-term transit recommendations for the I-287 corridor in conjunction with the design and construction of the New NY Bridge, and gained consensus for a bus rapid transit (BRT) system to provide a world-class transportation alternative to residents and commuters in both counties. Through the Lower Hudson Transit Link project, Arup is now implementing the BRT system for the State of New York Department of Transportation. Down the river, our parking experts recently completed a citywide parking strategy for the space-constrained city of Hoboken, working closely with public officials and residents. Through our on-call agreement with the New York City Department of Transportation, we continue to deliver a range of game-changing transit- and pedestrian-oriented projects that have improved mobility, sustainability, and overall quality of life in communities across the City.

Successful transportation plans are well-integrated with land use, zoning, infrastructure, and environmental planning. Arup looks at the bigger picture to shape a more sustainable transportation system as part of a broader city and town efforts to improve quality of life and economic outcomes. The result: lasting environmental and economic benefits and improved integration across modes and networks.

### **Land Use Law Center**

Founded in 1993, the Land Use Law Center (Center) is dedicated to fostering the development of transit-oriented communities and regions through the promotion of innovative land use strategies and collaborative decision-making techniques. The Center is the preeminent institution of its kind at a U.S. law school providing research and consulting services, clinics, education programs, leadership training programs, TOD technical assistance, and strategic planning services to communities in the greater New York metropolitan area, including New Jersey and Connecticut. Working with trained graduate students at Pace Law School, the Center quickly, affordably, and effectively develops land use techniques for problems that afflict urban, suburban, and rural communities. Its Land Use Leadership Alliance (LULA) Training Program has graduated over 2,500 land use leaders in the New York Metropolitan Tri-State Region, resulted in the adoption of new and innovative land use practices in over 200 communities, and won the American Planning Association's 2009 national award for planning advocacy. The Center is engaged in a number of ongoing projects, which work is divided among three major programs:

#### **Planning & Economic Development Services**

As part of its planning practice, the Center identifies and addresses cutting-edge land use issues, facilitates zoning and planning initiatives, fosters transit-oriented economic development, and promotes greater settlement in urban areas and the preservation of critical environmental resources. The Center works with communities to identify obstacles to TOD and create opportunities for revitalization. The Center provides research, consulting services, and technical assistance to communities dealing with a wide range of topics. It was under this program that the Center participated in the development of the Mid-Hudson Regional Sustainability Plan in 2012-2013. The Center also produces the TOD line, and online forum for disseminating information about TOD to developers and agency representatives in New York. (See <http://todline.blogs.law.pace.edu/>).

#### **Collaborative Decision-Making and Facilitation**

The Center also specializes in engaging developers, citizens, municipal staff, elected officials, and other community opinion leaders with diverse interests and running effective stakeholder engagement and collaborative processes to advance development approvals and zoning initiatives. Whether embarking on a comprehensive planning process, a transit station area plan, district rezoning, or any other initiative in need of effective and amicable stakeholder input, the Center can offer facilitation services or it can train leaders in successful collaborative decision-making.

#### **Leadership Training**

The Center undertakes numerous strategic workshops, seminars, and training, including the award-winning Land Use Leadership Alliance (LULA) program, which leads the nation in educating local land use leaders in land use strategies and community decision-making. The Center has conducted the LULA Program in New York, New Jersey, Connecticut, and Utah and this fall is expanding the program to Colorado.

### **Collaborative Planning Studio**

Collaborative Planning Studio (CPS) is a planning practice that specializes in community planning and zoning with a focus on collaborative engagement with clients and stakeholders. CPS' philosophy is centered on seamless, high quality and highly responsive project management, planning and project coordination. Practice areas include:

- Community visioning
- Stakeholder outreach
- Neighborhood plans
- Master planning
- Zoning
- Project management
- Plan implementation

## **TEAM BIOGRAPHIES**

### **Kevin Dwarka Land Use and Economic Consulting**

#### **Kevin Dwarka, MCP, JD, PhD**

Dr. Kevin Dwarka is a land use and economic consultant specializing in urban revitalization. He serves as Managing Principal of Kevin Dwarka Land Use and Economic Consulting, Senior Fellow at Pace Land Use Law Center, and Adjunct Professor of Real Estate at NYU's Schack Institute. Dr. Dwarka previously held senior positions at the MTA, Nelson Nygaard Consulting Associates, and the Israel Union for Environmental Defense. His multidisciplinary planning firm is currently leading several major redevelopment initiatives in the New York metropolitan region.

Dr. Dwarka received his BA from Columbia University, JD from Pace Law School, MCP from UC Berkeley, and PhD from Hebrew University. His dissertation analyzed the use of global capital and public private partnerships for financing light rail projects in Israel, the United Kingdom, and the United States. Admitted to practice before the New York State Bar, he serves on the New York City Bar Association's Housing and Urban Development Committee as well as the board of the Congress for New Urbanism.

#### **Madeline Fletcher, MUP, JD**

Madeline Fletcher, Esq. is a land use lawyer and urban planner. She serves as the Executive Director for the Newburgh Community Land Bank while also supporting Kevin Dwarka LLC. Madeline has provided representation and guidance to developers, corporate real estate firms, community development corporations, municipalities, building contractors and other clients on diverse matters related to

construction and land use, with particular proficiency in the Zoning Resolution of the City of New York. Since commencing work in Newburgh, Madeline has become an established expert in distressed property strategy. Madeline collaborated closely with Kevin Dwarka on the development of the Newburgh Neighborhood Revitalization Plan which recently received \$2.43 million for implementation from the New York State Office of the Attorney General. Prior to her work at the Land Bank, Madeline also led an initiative in Newburgh to develop a Green Land Use Plan which took a close look at municipally owned vacant parcels to determine highest and best green uses in concert with a USDA-funded Community Food Assessment, which recommended utilizing vacant parcels for community food production.

Madeline has published on the topic of New York State Land Banking and its application in Newburgh and has presented numerous lectures and talks on germane issues at Yale University, Pace Law School, the American Planning Association, and other local and regional organizations. In 2011, Madeline served as a Pattern for Progress Regional Fellow, a leadership development program in the Hudson Valley. She received her BS from Cornell University, JD from Brooklyn Law School, and MUP from Hunter College. Madeline is admitted to practice before the New York State Bar.

### **Arup**

#### **Susan Ambrosini, MUP, AICP**

Susan Ambrosini is an Associate with Arup. She has ten years of urban planning experience focused on urban design, transportation planning, land use, sustainability, transit-oriented development, and economic development, with a strong background in community planning and participation. Susan is adept at understanding residential, commercial and industrial land use issues and opportunities, utilizing her strong foundation in retail analysis, economic development, and housing policy. Susan also specializes in sustainable transportation, looking at ways to create more balanced, multi-modal streets that better function as successful public spaces. This deep understanding of both land use and transportation planning, and how the two areas are interdependent, is a key strength that she brings to every project.

A recent focus has been planning for transit-oriented development, including analyzing economic and real estate opportunities, creating development and design standards, and developing streetscape plans. Susan has an extensive understanding of municipal government operations and has worked with a variety of types of agencies and departments in different cities. Public outreach has been a key component of many of her projects, and Susan is skilled at developing successful community communications strategies, facilitating public meetings, and working with a variety of community organizations.

#### **Anthony Durante, MCRP**

Anthony Durante is an Urban and Transportation Planner in Arup's New York office. With training in urban and physical planning and professional experience in transportation planning, Anthony brings a broad range of experience and provides a holistic perspective and approach to a variety of large- and small-scale planning projects.

Anthony provides transportation and mobility solutions to a variety of master planned cities and developments in various international contexts. He also lends technical support to a range of other planning efforts through CAD drawing, GIS mapping, modal analyses, research and data analysis, graphic design, technical writing and copy editing.

His planning experience includes practice at a private firm, a large metropolitan planning organization (MPO), and a county planning department. With a background in professional marketing, Anthony possesses excellent writing and analytical skills as well as graphic design and presentation experience. He is also proficient in ArcGIS, AutoCAD, the Adobe Creative Suite (Illustrator, Photoshop, and InDesign), and Google SketchUp.

### **Trent Lethco, MA, AICP**

Trent Lethco is a Principal with Arup's Integrated Planning Group. He has over 15 years of experience and has worked in New York, Boston, Washington DC, Los Angeles, Chicago, and the San Francisco Bay Area. Trent has a strong background in transportation planning, policy, and funding issues. Trent's primary focus is on effectively linking transportation and land use policy to achieve fiscal, environmental, and social sustainability. He has been involved in a variety of projects for clients in the public sector and has a thorough understanding of local, state, and federal guidelines.

### **Anthony Bruzzone, AICP**

Anthony Bruzzone is a Transportation Planner in Arup's San Francisco office. He has 30 years of experience in transportation and public transit planning, analysis and research.

Tony's experience includes general management and project management; transit service and transit operations planning including transit scheduling, computerized runcutting, route and service planning, ferry service planning and analysis, and airport and transportation terminal operations analysis; financial analysis including financial needs analysis, capital projects financial analysis, FTA and state grant requirements, and cost-allocation modeling.

### **Varanesh Singh, ITE**

Varanesh Singh is an Associate with Arup. His focus combines areas of traffic and civil engineering, with a concentration in vehicular movement analysis. He has worked on projects ranging from traffic calming to capacity analyses and busway design to pedestrian movement. He specializes in microsimulation models, traffic capacity studies, transit studies, and geometric alignments, and has worked with the implications of security on civil design. Varanesh often takes on projects in pre-design stages, requiring that studies be conducted under a fast-paced schedule in order to facilitate movement to the design phase.

Varanesh's project involvement spans North America. The Lower Hudson Transit Link and Woodhaven Boulevard projects allowed Varanesh to combine his Technical and Project Management skills to deliver sophisticated analytical tools to the respective agencies. The Bernal Heights Traffic Calming Study in California included an assessment of existing traffic conditions and community outreach. For the Downtown Brooklyn Traffic Calming Project in Brooklyn, New York, he was part of the project team that

eased dispute among the stakeholders. He helped with community outreach through an education initiative, and played a role in implementing a pilot program to test traffic calming measures.

Through his work on traffic analysis projects, Varanesh became skilled in a number of traffic analysis techniques, computer modeling and GIS applications. He is familiar with an array of computer applications including Paramics, Vissim, Aimsun, Highway Capacity Software (HCS), SYNCHRO, ArcView and ArcMap.

### **Harrison Peck, MUP**

Harrison is a Transport Planner at Arup's New York office with over 7 years of experience. Harrison joined Arup in April 2014 and was seconded to the New York City Department of Transportation for six months to develop five Vision Zero pedestrian safety action plans. He has since worked on a number of bus rapid transit projects in and around New York City.

Prior to joining Arup, Harrison spent years working in the public and non-profit sectors. He has worked with a range of New York City agencies and gained a strong understanding of public planning processes in New York. As a Ferry Transit Program Manager at the Metropolitan Waterfront Alliance, he honed his skills in ferry transit and waterfront planning, as well as community organizing, public outreach, and political advocacy.

### **Land Use Law Center**

#### **Tiffany Zezula, Esq.**

Tiffany B. Zezula, Esq. is the Deputy Director for the Land Use Law Center at Pace University School of Law in White Plains, NY. She is the primary trainer on consensus building techniques for the Center's land use training programs for local officials, environmentalists, planners, and developers. She also is the national coordinator of the Center's signature program – The Land Use Leadership Alliance Training Program, which due to its success in New York, has been modeled and transferred to over 5 states and includes over a hundred national, regional, and local sponsors. The program has trained over 2500 leaders in the Hudson Valley Region alone. Her work at the Center also includes coordinating and tailoring training programs and workshops to meet the needs of individual communities, whether that is a ½ day training program or four-day intensive workshop. Ms. Zezula also provides strategic assistance to local governments, including assistance in developing collaborative public engagement approaches on land use project disputes and comprehensive planning of a community. Finally, Ms. Zezula is in charge of running the Center's annual conference. The Center's annual conference is a significant educational event in the region, with more than 250 attorneys, business professionals, planners and local leaders in attendance to learn about national, regional, and local innovations, challenges, and best practices. Ms. Zezula is a frequent national speaker on collaborative governance and local decision-making. She is also a frequent guest presenter at the Yale School of Forestry and an adjunct professor at Pace University School of Law on Environmental Dispute Resolution. She received her J.D. cum laude from Pace Law School in 2003 along with a certificate in Environmental Law. She is a certified mediator in the State of New York.

**Jennie Nolon, Esq.**

Jennie Nolon Blanchard is a Staff Attorney and Manager of Urban Programs for the Land Use Law Center at Pace Law School in White Plains, NY, where she is also an Adjunct Professor. Ms. Blanchard's work focuses primarily on the growth of urban centers, working closely with cities to address obstacles to redevelopment and sustainability. She also manages the Center's student research; writes frequently on legal issues pertaining to land use and sustainable development; lectures at CLE programs, bar association events, and conferences; and trains local officials, environmentalists, planners, developers, and attorneys in land use law and consensus-building techniques. She is currently managing the public engagement and sustainability components of the update to the New Rochelle Comprehensive Plan, a NYSERDA funded initiative.

Ms. Blanchard graduated cum laude from Cornell University with a Bachelor of Science degree in 2003. In 2008, she received her Master of Environmental Management degree from Yale University with an advanced concentration in Urban Ecology and Environmental Design and her J.D. cum laude from Pace Law School, where she was on the Pace Environmental Law Review. She has also achieved designation by the U.S. Green Building Council (USGBC) as a Leadership in Energy and Environmental Design (LEED) Accredited Professional, making her one of fewer than 40 LEED APs in New York State registered in the area of legal practice. With a keen interest for volunteerism, Ms. Blanchard has served as a volunteer grader for the American Planning Association's Planning & Law Division (PLD) annual Smith-Babcock-Williams Student Writing Competition, is PLD's current Chair-Elect and newsletter Editor-in-Chief, and is a Junior Board Member of Music for Autism—an international organization committed to raising public awareness and improving the quality of life of individuals with autism and their families through music.

**John Nolon, Esq.**

John Nolon is a Professor of Law at Pace Law School in White Plains, NY, teaching in the fields of property, land use, real estate, environmental, and sustainable development law. He is also Adjunct Professor at both the Yale School of Forestry and Environmental Studies and Columbia Law School. Professor Nolon received his JD from the University of Michigan, where he was a member of the Barrister's Academic Honor Society. He received a Fulbright Scholarship to develop a framework law for sustainable development in Argentina, has served as a consultant to both President Carter's Council on Development Choices in the 1980s and President Clinton's Council on Sustainable Development, received the American Planning Association's (APA) 2009 National Planning Leadership Award for a Planning Advocate, and serves as a member of the APA's Amicus Curiae Committee and on the Editorial Board of the Metro New York Transit-Friendly Development Newsletter. Professor Nolon's writings include over 160 publications, including fifty law review articles and a dozen books published by the West Group, the Environmental Law Institute, Cambridge University Press, and McGraw Hill. He is a frequent guest speaker at national, state, and local conferences. His scholarship has helped define the fields of local environmental law and sustainable development law and has garnered several academic awards.

## Collaborative Planning Studio

### Melissa Kaplan-Macey, AICP

Melissa Kaplan-Macey, AICP, is the founding principal of Collaborative Planning Studio. The focus of the practice is on assisting communities in visioning, developing clear plans for the future and then seeing those plans through to implementation. CPS' work emphasizes building collaborative relationships with clients and community partners in order to leverage community assets and produce actionable plans.

Melissa teaches as an adjunct professor in the Urban Planning program at New York University's Robert F. Wagner School of Public Service and is a member of the American Institute of Certified Planners. She is also a registered Professional Planner in the State of New Jersey. She holds a Master in Urban Planning from New York University's Wagner School of Public Service and a Bachelor in Urban Studies from Brown University. Prior to launching Collaborative Planning Studio Melissa worked as a Senior Associate at BFJ Planning in New York City.

## PROJECT QUALIFICATIONS

### Kevin Dwarka Land Use and Economic Consulting

On all of the projects below, Kevin Dwarka served as the lead land use and economic consultant. *No work was farmed out to a subcontracting firm.* All projects were recently performed within the last eighteen months or are currently in progress. All projects were produced on-time and on-budget. All projects have been met with positive client reception. All clients identified below are public sector clients.

### New Castle Master Plan (NY) Comprehensive Plan Update (2015)

KDLLC is the lead planning firm on the update of the Town of New Castle's Master Plan. The firm is providing full technical support including the preparation of original land use and environmental analyses, facilitation of public meetings, and guidance of the plan toward approval in consistence with New York land use and environmental laws. The firm is also performing two ancillary studies concurrent with the updating of the master plan: a market analysis for downtown Chappaqua and a revitalization plan for the hamlet of Millwood.

Contact: Sabrina Hull, Planning Director for Town of New Castle, [SCHARNEYHULL@mynewcastle.org](mailto:SCHARNEYHULL@mynewcastle.org), (914)238-4723; Contract Amount: \$90,000

### Tarrytown (NY) Market Analysis (2015)

KDLLC is currently analyzing the marketability of rezoning underperforming office buildings in the Village of Tarrytown. The analysis includes a comprehensive assessment of the Village's market fundamentals, tax base, revenue streams, and the market demand for housing, office, mixed use, and retail uses.

Contact: Melissa Kaplan, Principal of Collaborative Planning Studio, [melissa@collaborativeplanningstudio.com](mailto:melissa@collaborativeplanningstudio.com); 917-836-6250; Contract Amount: \$5,500

### **Peekskill (NY) Market Analysis (2015)**

KDLLC is currently analyzing the marketability of transit-oriented development around the Peekskill Metro North Station. The analysis included a comprehensive assessment of the Village's market fundamentals, tax base, and the market demand for housing, office, mixed use, and retail uses.

Contact: Jeffrey LeJava, Project Manager, [jlejava@law.pace.edu](mailto:jlejava@law.pace.edu), 914.422.4698; Contract Amount: \$7,500

### **Poughkeepsie (NY) Waterfront Transit-Oriented Redevelopment Strategy (2014)**

KDLLC assessed the economic and legal viability of a form-based code prepared for the redevelopment area surrounding Poughkeepsie's train station. Subsequent to Dr. Dwarka's presentation of his analysis to the Poughkeepsie Common Council, the form-based code was successfully adopted and integrated into the city's zoning code.

Contact: Eoin Wrafter, Commissioner of Dutchess County Planning and Development, [ewrafter@dutchessny.gov](mailto:ewrafter@dutchessny.gov), (845) 486-3600; Contract Amount: \$4,500

### **Poughkeepsie (NY) Main Street Economic Development Strategy (2014 - 2015)**

KDLLC is the lead consultant on a new initiative to revitalize Poughkeepsie's Main Street from its historic waterfront to Vassar College. The firm is currently revising the city's zoning code in order to maximize transit-oriented development and promote a more walkable city center. Other key tasks include the production of an economic impact analysis for a proposed transit way along Main Street, land use guidance on the reconfiguration of two arterials into boulevards, and a comparative assessment of different options for creating a new Poughkeepsie redevelopment authority. As part of its scope of work, KDLLC has already sought implementation funding by preparing and filing grant applications through the New York State Consolidated Funding Application process managed by the Regional Economic Development Council. As part of this application, KDLLC prepared an economic analysis of the proposed action's impacts through the use of IMPLAN, an economic modelling software program.

Contact: Bob Mallory, Chairman of the Poughkeepsie Common Council, [RMallory@cityofpoughkeepsie.com](mailto:RMallory@cityofpoughkeepsie.com); 845-625-9854; Contract Amount: \$100,000

### **Poughkeepsie (NY) City Center Revitalization Plan (2014)**

The Poughkeepsie City Center Revitalization Plan focused on opportunities for upgrading Poughkeepsie's central business district with transit improvements, transit-supportive land use zoning regulations, and complete streets initiatives. With funding from the Dyson Foundation, KDLLC led the study and is now working with city staff and the Common Council on its implementation. While the plan aims to help improve the downtown for the benefit of city residents, a larger objective of the plan is to help reposition the CBD as a key economic center within the region. Project deliverables included an original demographic and economic assessment of the downtown; a comprehensive land use assessment of the level of vacancies and underutilized properties within the downtown; and generation of a downtown revitalization plan that capitalizes on the city's tight urban fabric, mix of land uses, rail station, and historic architecture. In May 2014, Poughkeepsie's Common Council voted to endorse the plan and

conduct additional planning analysis to shepherd the project toward implementation and ensure its readiness for capital infrastructure financing.

Contact: Jessica Bacher, Executive Director of Pace Land Use Law Center, [jbacher@law.pace.edu](mailto:jbacher@law.pace.edu), 914.422.4103;

### **Newburgh (NY) Broadway Corridor Action Plan (2014)**

Under contract with the Greater Newburgh Partnership, KDLLC is the lead planning firm charged with developing a TOD implementation strategy for the City of Newburgh's main street. The purpose of the plan is to transform Newburgh's Broadway Corridor into a vibrant, safe, transit accessible, and fiscally productive mixed use district with jobs, high-quality housing, cultural attractions, and open space. Key objectives are to establish a master plan for Broadway that revitalizes the city's downtown and the entire city; leverage existing investments and planning initiatives into a robust funding stream comprised of both public and private monies aimed at urban revitalization; and coordinate Broadway's revival with the City of Newburgh, local and regional agencies, the public-at-large, the local business community, private investments, and real estate developers. As part of the Broadway Corridor Action Plan, KDLLC assumed the lead responsibility for preparing grant applications through the New York State Consolidated Funding Application process managed by the Regional Economic Development Council. These funds, if secured, will enable the City of Newburgh and the Greater Newburgh Partnership to advance the infrastructure proposals defined in the Broadway Corridor Action Plan. As part of this application, KDLLC prepared an economic analysis of the proposed action's impacts through the use of IMPLAN, an economic modelling software program.

Contact: David Potack, 866-864-8399; Contract Amount: \$50,000

### **Newburgh (NY) Land Use and Market Analysis (2013)**

This study commissioned by the Newburgh Community Land Bank entailed a comprehensive study of Newburgh's vacant parcels opportunities as well as an assessment of their suitability for reuse or redevelopment. KDLLC served as the project's lead consultant. The project included KDLLC's original analysis of the city's demographic and economic conditions; a parcel by parcel inventory of vacant properties; formulation of redevelopment objectives; creation of real estate demand models to assess the local and regional demand for new housing construction and commercial development; and recommendations for reusing properties in accordance with market conditions. All project deliverables were completed on-time and on-budget.

Contact: Madeline Fletcher, Executive Director of Newburgh Land Bank, [mfletcher@newburghcommunitylandbank.org](mailto:mfletcher@newburghcommunitylandbank.org), 917-968-0815; Contract Amount: \$15,000

### **Newburgh (NY) Neighborhood Revitalization Plan (2013)**

The Newburgh Community Land Bank commissioned Kevin Dwarka as the lead consultant to prepare a master neighborhood revitalization plan for a distressed area in downtown Newburgh. The area was selected because of its high volume of vacant parcels as well as its eventual potential to become a transit-oriented development with the possible introduction of a high-speed transit service and complete streets interventions. The project included site planning that optimized opportunities for new

mixed use development that would help create a unified walkable urban fabric while also providing opportunities for local business development and job creation. As part of the project, Kevin Dwarka prepared five discrete development proposals including affordable housing projects, live work spaces, and a local business incubator. KDLLC assumed lead responsibility for securing implementation funding for the plan. For each proposed redevelopment project in the plan, KDLLC prepared a bank ready pro-forma. The plan and accompanying financial models resulted in the project being awarded \$2.5 million in grant based financing from the New York State Attorney General.

Contact: Madeline Fletcher, Executive Director of Newburgh Land Bank, [mfletcher@newburghcommunitylandbank.org](mailto:mfletcher@newburghcommunitylandbank.org), 917-968-0815; Contract Amount: \$8,000

### **Port of Newburgh (NY) Waterfront Access and Mobility Strategy (2014)**

KDLLC served as the lead consultant on the production of a new waterfront access and mobility strategy for the City of Newburgh's waterfront. Defining this strategy was the first step in a broader citywide economic development initiative aimed at linking a new Port of Newburgh with the city's main street in accordance with best practices for sustainable port design as well as minimization of automobile impacts. KDLLC assumed lead responsibility for preparing an application for a \$1 million USDOT TIGER grant that would enable the City of Newburgh to implement the infrastructure proposals presented in the waterfront access and mobility strategy.

Contact: David Potack, 866-864-8399; Contract Amount: \$12,500

### **Ridgefield (CT) Economic Development Strategy (2013 - 2015)**

The Town of Ridgefield's Economic Development Commission (EDC) engaged Kevin Dwarka as the lead consultant to update their economic development action plan. This project included a comprehensive review and synthesis of the Town's land use and economic studies over the last 10 years; an original assessment of the town's economic, demographic, and market conditions; and preparation of key recommendations for prioritizing the town's economic development strategy for the next 24 months. As part of the study, Kevin Dwarka facilitated several discussions with members of the EDC as well as representatives from all of the other key governing bodies within the Town of Ridgefield. KDLLC is continuing to advise the EDC on the best ways of establishing a new coordinating council that would help break administrative silos in the town's economic development process. As part of this application, KDLLC prepared an economic analysis of the proposed action's impacts through the use of IMPLAN, an economic modelling software program.

Contact: Arnold Light, Executive Director of Ridgefield Economic Development Commission, [arnold@lightconsults.com](mailto:arnold@lightconsults.com), 203.244.5929

## **Arup**

### **Mass Transit Task Force, 2014**

Arup served as technical advisor to the Mass Transit Task Force (MTTF), a 31-member committee tasked with developing short-, mid-, and long-term transit recommendations for the I-287 corridor in Rockland

and Westchester Counties. MTTF membership included state and local officials, public advocates, community groups, and transit and transportation experts.

Through extensive public outreach and closely coordinated technical support, Arup worked with the MTTF to develop an unprecedented consensus around bus rapid transit (BRT) as the preferred transit mode for the region. Arup and the MTTF defined transit recommendations including a network of interconnected routes serving major regional destinations; branded buses and stations; simplified, legible routing with fixed stops; headway-based frequencies; uniform fare payment; high-quality bus shelters with real-time bus arrival information and ticket vending machines; transit priority measures including dedicated lanes and signal priority; and congestion controls including ramp metering at I-287 on-ramps and adaptive signal control on arterials.

**Reference:** Kelly MacMillan, 646-872-3363; Contract Amount: \$255,468; Arup Staff: Trent Lethco, Anthony Durante, Anthony Bruzzone, Varanesh Singh

### **WETA Transition Plan, 2011**

WETA is responsible for developing an emergency water transportation system management plan for water transportation services in the Bay Area region in the event that bridges, highways, and other facilities are rendered wholly or significantly inoperable.

WETA is also to design, build and operate a seamless water transit system that responds to the congestion management needs of the region, develop innovative environmental solutions for ferries, contribute to economic viability, and improve quality of life in the Bay Area.

As part of its mandate, WETA will also takeover operation of the Vallejo, Alameda and Harbor Bay Ferry Services. The Transition plan will consolidate these systems with other planned services that operate under WETA.

**Reference:** Nina Rannells, 415-291-3377; Contract Amount: \$200,000; Arup Staff: Anthony Bruzzone

### **Hoboken Parking Study, 2015**

Hoboken is a fast-growing community located just across the Hudson River from Midtown Manhattan. One of the most densely populated places in the United States, Hoboken leads the nation in public transit usage for work journeys, meaning that many residents' cars continuously occupy the city's scarce parking supply during the daytime hours.

Through observation, public meetings, and public outreach, Arup identified the major problems, needs, and opportunity areas and researched a number of best practices from comparable cities. Working in close collaboration with local officials, Arup then developed and recommended a number of primarily pricing- and policy-based strategies to help the City manage demand, moderately expand supply, and more efficiently use existing resources.

**Reference:** Ryan Sharp, 201-708-5736; Contract Amount: \$79,139; Arup Staff: Trent Lethco

### **New York City Department of Transportation On-Call Contract, 2015**

Arup is engaged in a 3-year New York City-wide engineering services agreement with an upset limit of \$7.5 million for NYCDOT. The scope of work involves various on-call tasks to address planning, engineering, and environmental tasks.

Arup's role is to assist with the planning and implementation of projects involving street design and operations including transit improvements, freight movement, parking and curb management, public space design and management, urban design, development of state-of-the-art modeling and data tools for traffic and transportation analysis, and initiatives that build on the goals of PlaNYC and NYCDOT's strategic plan. The ESA allows Arup to deliver practical and innovative world-class solutions that are commensurate to the city's transportation and sustainability challenges.

**Reference:** Brian Galligan, 212-839-7197; Contract Amount: \$7.5 Million; Arup Staff: Trent Lethco, Varanesh Singh, Anthony Durante, Susan Ambrosini, Harrison Peck

### **New York Rising Community Reconstruction Plans, 2014**

This community-based, comprehensive planning process included community visioning, asset and risk assessment, a needs and opportunities analysis, strategies for long-term resiliency, and the development and refinement of capital projects for potential funding.

Arup's primary role was to act as project manager throughout the planning process, and to serve as the technical liaison between the Governor's Office of Storm Recovery and affected community members. The nine-month process resulted in five Community Reconstruction Plans with recommendations in the areas of infrastructure, housing, economic development, natural and cultural resources, and community planning and capacity building. They also included a detailed list of projects that are proposed for federal funding.

**Reference:** Nancy Rucks, 518-473-2471; Arup Staff: Trent Lethco, Susan Ambrosini

### **TCRP Research Project: Guidelines for Ferry Transportation Services, 2012**

Arup researched and wrote Transit Cooperative Research Program (TCRP) Report 152, Guidelines for Ferry Transportation Services. Arup developed the research through a broad survey of ferry operations across North America, and followed up with case studies of ferry services in eight metropolitan areas.

Passenger ferry operations are wide ranging so the TCRP report is a tool to help establish planning, operational and management benchmarks. These benchmarks include overall network capacity, travel congestion, environmental impacts, economic development, and benefits in emergency preparedness.

The guidelines are aimed at policymakers, agency staff and entrepreneurs who may be considering new or expanded ferry service.

**Reference:** Lawrence Goldstein, 202-334-1866; Contract Amount: \$200,000; Arup Staff: Anthony Bruzzone

### **Wall Street Esplanade and Ferry Pier, New York, NY**

As part of an urban design effort to increase awareness and promote the use of ferry service, the NYCEDC commissioned a team of architects and engineers to design the new Wall Street Esplanade and Ferry Pier. For the project, Arup designed the waiting terminal and barge canopies.

This award-winning 2,100ft<sup>2</sup> terminal contains storage, office, waiting and retail space. The large custom-built doors to the terminal are made of glass and function in a similar fashion to that of an airplane hangar. In winter when the doors are closed, the terminal space is enclosed and heated; in summer, when the glass doors swing up and open, they act as canopies.

### **East River Waterfront Esplanade and Piers, New York, NY**

Lower Manhattan's East River waterfront presented an untapped resource to expand access to the waterfront and increase open space. Working with SHoP Architects and HDR, Arup designed a waterfront esplanade equipped with public amenities and a continuous bike and pedestrian path.

Arup employed a number of innovative techniques to maximize limited space and overcome some of the site's inherent challenges. For instance, Arup capitalized on the shelter created by the elevated FDR Drive by featuring a dog run, a bocce court, basketball courts, a bike path, and other amenities that benefit from protection from inclement weather. To build a continuous pedestrian path, piles were driven into the river to support a walkway that carries pedestrians out over the water, not just alongside it.

### **Land Use Law Center**

#### **City of New Rochelle (NY) Comprehensive Plan Update**

During the past twenty years, the City of New Rochelle has targeted its urban core for future growth and pursued a strategy of transit-oriented development (TOD), focused on the community's downtown central business district and on the area immediately surrounding the New Rochelle Transit Center. Although these actions have been beneficial in strengthening New Rochelle's downtown economy and expanding job opportunities, much of New Rochelle's urban center remains economically distressed, with lower-than-average household income and employment rates, commercial vacancies, substandard housing, and under-investment especially along North Avenue, the major corridor that connects the more affluent neighborhoods to the downtown.

New Rochelle seeks to build upon its previous efforts to advance sustainable, economic development by establishing the legal and policy framework for instituting sustainability through its land use decision-making. With careful consideration of the economic development strategies articulated by the Mid-Hudson Regional Economic Development Council's Strategic Plan and smart growth and sustainability principles set forth in the Mid-Hudson Regional Sustainability Plan, as well as New Rochelle's own sustainability plan, GreeNR, the City will continue its efforts to update its comprehensive plan, which began in February 2012, and amend its zoning code to foster private investment in more compact, mixed-use, mixed-income, energy efficient, walkable development centered around the New Rochelle Transit Center.

New Rochelle has engaged the Center to develop and implement a public engagement process to support the City's efforts to update its comprehensive plan, which efforts the Center has already begun. Working with the Comprehensive Planning Advisory Board, the Center identified relevant stakeholders, facilitated various stakeholder meetings, conducted interactive aspects of the public visioning process, and participated in all public meetings. After each public session, the Center reported back to the Advisory Board and city staff. While this process continues, the Center is also serving in a consulting role providing advice and input on integration of various elements of the Mid-Hudson Regional Sustainability Plan into the City's comprehensive plan and zoning code.

**Reference:** Luiz C. Aragon, Commissioner of Development, City of New Rochelle, 515 North Ave., New Rochelle, NY 10801, (914) 654-2185, [laragon@ci.new-rochelle.ny.us](mailto:laragon@ci.new-rochelle.ny.us).

### **Sustainability Planning in Four Pilot Communities**

New York State recently awarded the Center a grant to work with four pilot municipalities – the Cities of Kingston and Peekskill and the Towns of Mamaroneck and Somers – to integrate various sustainability elements into their respective comprehensive plans and zoning codes for the purpose of implementing many of the land use, transportation, and energy efficiency strategies identified in the Mid-Hudson Regional Sustainability Plan. As a primary component of this work, the Center will use the Technical Guidance Manual for Sustainable Neighborhoods, which the Center jointly developed with the US Green Building Council, to identify barriers to sustainability. The Center will then provide community-specific recommendations for amendments to each municipality's comprehensive plan and zoning code for adoption by the local legislature to overcome the identified barriers and advance sustainability.

**Reference:** The Honorable Mary Foster, Mayor of Peekskill, NY, City Hall, 840 Main Street, Peekskill, NY 10566, (914)737-3400, [maryfoster7990@msn.com](mailto:maryfoster7990@msn.com)

### **Mid-Hudson Regional Sustainability Plan and Municipal Implementation Guidance Document**

The Mid-Hudson Regional Sustainability Plan (Plan) is an ambitious yet realistic plan to implement sustainable development throughout the seven-county Mid-Hudson Region, which is development that enhances environmental, economic and social well-being without degrading the Region's current or future natural, economic and social resources. The Plan is the result of a collaborative effort led by senior representatives of county and local governments with the involvement of non-governmental organizations, the private sector and engaged citizens. The Land Use Law Center participated in Plan development as one of the key planning consortium members.

The Plan sets out a vision for sustainable development that builds on the Region's unique social, cultural, and natural history and provides strategies for Plan implementation that seek to promote economic development, environmental sustainability, and an enhanced quality of life for the more than two million residents that call the Region home. It was developed as part of the New York State Energy Research and Development Authority's Cleaner, Greener Communities program, intended to empower

the ten regions of New York State to take charge of sustainable development in their communities by identifying and funding smart growth practices.

In addition to serving as a planning consortium member, the Center prepared the Regional Sustainability Plan Implementation Guidance Document. This manual provides a road map and strategies for municipalities and other organizations to integrate the elements of the Regional Sustainability Plan into their land use planning, services and purchasing decisions.

**Reference:** Thomas Madden, AICP, Commissioner, Department of Planning and Zoning, Town of Greenburgh, NY, 177 Hillside Avenue, Greenburgh, NY 10607, (914) 993-1505, tmadden@greenburghny.com

### **City of Mount Vernon (NY) TOD Station Area Planning and Overlay Ordinance**

The City of Mount Vernon, NY, Department of Planning and Community Development sought the Center's assistance to cultivate a vision and plan for the development of the city's Metro-North Railroad Mount Vernon West station area. The Center conducted research on transit-oriented development regulations from communities around the country that have used successful zoning techniques to achieve local TOD and redevelopment objectives. Based upon this research and the market-focused recommendations for the station area submitted by the Jonathan Rose Company, the Center then prepared a report with menu of zoning options to be evaluated by the city to achieve its TOD planning goals.

After completing the above report, the City then engaged the Center to conduct an analysis of the City's draft Mixed-Use (MX) Districts overlay ordinance for the area adjacent to the Mount Vernon West station. The Center completed the analysis by evaluating requirements in the draft ordinance using strategies presented in the Technical Guidance Manual for Sustainable Neighborhoods developed by the Center, which shows planners how to incorporate specific criteria from the LEED for Neighborhood Development (LEED-ND) rating system into local plans, codes, and policies. Through this evaluation, Center staff identified potential barriers to and opportunities for creating sustainable neighborhood development in the future MX districts. After this assessment, Center staff edited the draft ordinance accordingly to strengthen its sustainability.

**Reference:** William Long, Planning Administrator, Department of Planning and Community Development, City of Mount Vernon, NY, City Hall-One Roosevelt Square, Mount Vernon, NY 10550, (914) 699-7230, wlong@cmvny.com

### **National Technical Guidance Manual for Sustainable Neighborhoods**

In collaboration with the U.S. Green Building Council (USGBC) and with funding from the Oram Foundation and the Natural Resources Defense Council (NRDC), the Center has published a Technical Guidance Manual for Sustainable Neighborhoods. The manual assists communities and their professionals by guiding them through the process of using the LEED for Neighborhood Development rating system (LEED-ND) to audit local plans, codes, and policies to incentivize sustainable growth and eliminate barriers to sustainable development projects. As part of this project, the Center has also created a model floating zone ordinance and guide that, when adopted, will help municipalities to

encourage voluntary compliance with the sustainability standards found in LEED-ND. An excerpt of the document is included in Section IV of this Technical Proposal. A full version of the manual can be downloaded here:

[http://www.usgbc.org/sites/default/files/Technical%20Guid.%20Man.%20for%20Sust.%20Neighborhoods\\_2012\\_Part%20A\\_1f\\_web.pdf](http://www.usgbc.org/sites/default/files/Technical%20Guid.%20Man.%20for%20Sust.%20Neighborhoods_2012_Part%20A_1f_web.pdf)

**Reference:** Sophie Lambert, Director, Neighborhood Development, U.S. Green Building Council, 2101 L Street, NW, Suite 500, Washington, DC 20037, (202) 828-7422, slambert@usgbc.org

### Mayors' Redevelopment Roundtable

Five years ago, the Center began to recognize that addressing climate change required a melding of strategies that reduced further greenhouse gas emissions, provided communities with the tools to lessen the impact of climate change effects such as rising sea levels, and allowed them to grow and develop sustainably to ensure economic resilience. To test and implement this understanding, the Center created the Mayors' Redevelopment Roundtable (MRR) in conjunction with the local leaders of the nine cities located in the Mid-Hudson Valley. These nine cities comprise over 500,000 people, 15 percent of whom live at or below the poverty level. This consortium is now formally organized and operating under memoranda of understanding signed by all of the mayors and resolutions of support adopted by all nine local legislative bodies.

The Center furthers the interests of the nine cities' residents by facilitating equitable patterns of growth and development, including accessible transit, fair and affordable housing, green and sustainable buildings and neighborhoods, disaster mitigation and recovery initiatives, and the remediation of distressed properties to the benefit of the current lower income neighborhoods. The MRR unites mayors, their staffs, and relevant state and regional agencies in a continuing dialogue about these issues to identify problems, offer potential solutions based on "best practices" research and develop and implement demonstration projects that lead to improved outcomes. It is within this urban setting that the Center believes the convergence of climate change mitigation and adaptation strategies should occur.

**Reference:** The Honorable Judy Kennedy, Mayor, Newburgh, New York, 83 Broadway, Newburgh, NY 12550, (845) 569-7303, JKennedy@cityofnewburgh-ny.gov

### Jersey City (NJ) Redevelopment Green Guide

The Center, in collaboration with the New Jersey planning and architectural firm of Clarke Caton Hintz, developed a Redevelopment Green Guide for private-sector development within Jersey City's designated redevelopment areas. The Guide is available to developers, planners, engineers, and architects as a tool to encourage sustainable and energy-efficient practices within the City's designated redevelopment areas. The project involved: (1) gathering input from stakeholders; (2) analyzing existing redevelopment areas and trends; (3) developing a guidance document that integrates current local, state, and federal green development programs, highlights municipal best practice models, recommends incentives for developers, and offers green development standards tailored to each of Jersey City's redevelopment areas; and (4) creating an interactive web-based interface connects and informs

planners, developers, engineers, architects, businesses and residents in Jersey City. The Guide identifies and develops green practices specific to Jersey City's Redevelopment Areas, which can include considerations of geographic location and demographics, existing zoning, affordable housing, brownfield redevelopment, and adaptive reuse of existing structures. The Center's specific tasks included policy-consulting, sustainable strategic planning, research, technical support, and community outreach.

**Reference:** Christopher Fiore, Assistant Executive Director, The Jersey City Redevelopment Agency, 30 Montgomery Street - Room 900, Jersey City, New Jersey 07302, (201) 547-4726, FioreC@jcnj.org

### Collaborative Planning Studio

#### Village of Tarrytown Historic Commons District Zoning, 2014

Melissa Kaplan-Macey worked with Tarrytown's Planning Board to review and update the regulations of its Historic Commons District. This work included introduction of a new "Purpose and Intent" section as well as new viewshed protection regulations. Melissa also worked with the Planning Board on proposed amendments to use and bulk regulations for the district.

**Reference:** David Aukland, Planning Board, 845.480.1527; Contract Amount: \$30,000,

#### Town of Monroe, Connecticut Zoning Code Update, 2013

Melissa Kaplan-Macey worked with the Town of Monroe's Planning and Zoning Commission on a comprehensive update of its zoning code. The update included reorganization and modernization of the code addressing topics such as definitions, organization of districts, permitted uses, conditional use permits and supplemental regulations.

**Reference:** Scott Schatzlein, Land Use Director, 203.452.2809; Contract Amount: \$75,000.

#### Black Rock Village District Zoning, Bridgeport, Connecticut, 2012

Melissa Kaplan-Macey worked with City of Bridgeport planning staff to develop a form-based Village District overlay zone for the main commercial corridor through the city's Black Rock neighborhood. The purpose of the overlay zone is to preserve and enhance the character of the corridor and encourage pedestrian-oriented commercial and mixed use development. The zone provides design standards for buildings, sites, parking, landscaping and lighting.

**Reference:** Ben Henson, Planner, 203.576.3972;

#### Town of Oxford, Connecticut Incentive Housing Zone, 2011

Melissa Kaplan-Macey worked with the Town of Oxford to develop an overlay zone to encourage affordable housing development. Melissa worked with the Town's Planning and Zoning Commission to both develop the zoning and to select potential sites upon which it could be mapped. The project included substantial community outreach to generate zoning that both respects the town's rural character and assists Oxford in meeting its State-mandated affordable housing requirements.

**Reference:** Planning & Zoning Dept.- 203.828.6512; Contract Amount: \$25,000

### **City of Trenton, New Jersey Zoning Code Update, 2007**

Melissa Kaplan-Macey worked with the City of Trenton to update its zoning code and zoning map. The update included reorganization of the articles of the code and incorporation of smart growth, transit-oriented development and sustainable design principles. As part of this project, Melissa created a Zoning Handbook for distribution to the public in order to make the City's code more accessible and user-friendly for residents and property owners

**Reference:** Bill Valocchi, (former) Supervising Planner, 609.462.5368; Contract Amount: \$100,000

### **Tarrytown Station Area Strategic Plan, 2014**

There is currently strong interest in both transit and transit oriented development (TOD) in Tarrytown that takes advantage of the Village's proximity to the Tappan Zee Bridge and Metro North Railroad, as well as spectacular views of the Hudson River from Tarrytown's waterfront. While these projects are each promising in their own right and will contribute to the revitalization of Tarrytown's waterfront and the train station area, they are currently occurring independently of one another.

The Village of Tarrytown Planning Board hired Collaborative Planning Studio to facilitate a community planning process to coordinate these various projects and bring together numerous interested stakeholders to ensure that planned infrastructure improvements and site development proposals are functionally and aesthetically compatible with one another and support the Village's vision for the future of this area. The strategic plan document that emerged from this process establishes a clear framework for future development in coordination with the various entities that are actively pursuing projects in the study area as well as local residents, business owners and potential funders.

**Reference:** David Aukland, Project Chair of Village of Tarrytown Planning Board, 845.480.1527; Contract Amount: \$15,000

### **Bridgeport's Reservoir Avenue Neighborhood Revitalization Zone Plan, 2014**

The Reservoir Avenue Neighborhood Revitalization Zone (NRZ) Plan is a community-based neighborhood plan that was prepared in close collaboration with City planning staff, neighborhood residents, business owners and community organizations. Collaborative Planning Studio Principal, Melissa Kaplan-Macey, was the project manager for the development of this plan in her previous role as Senior Associate at BFI Planning. The plan outlines a vision for the future of the NRZ and provides a strategy for achieving that vision, including 20 actionable projects to be undertaken by the neighborhood and its partners.

Community engagement was central to developing this neighborhood vision and action plan to improve physical infrastructure and quality of life. A Saturday community wide workshop generated broad community input into the plan. The event included a children's workshop, which generated enthusiasm and excitement among participants of all ages in planning for the neighborhood's future.

**Reference:** Lynn Haig, Senior Planner at City of Bridgeport, 203.576.7317; Contract Amount: \$40,000

### **Bridgeport 2020: A Vision for the Future, 2008**

Bridgeport 2020: A Vision for the Future is the Master Plan for the City of Bridgeport. Collaborative Planning Studio Principal, Melissa Kaplan-Macey, was the project manager for the development of this

plan in her previous role as Senior Associate at BFJ Planning. Published in 2008 the plan outlines a strategy for maximizing the potential of new investment to serve as a catalyst for community revitalization. Key to the plan was calling for new development projects to be complimentary to Bridgeport's existing urban fabric. This project included extensive community outreach and coordination of a multidisciplinary consultant team. The plan document integrates economic development strategies, housing policies, infrastructure improvements and new zoning and urban design requirements into a unified vision for Bridgeport's future.

**Reference:** Lynn Haig, Senior Planner at City of Bridgeport, 203.576.7317; Contract Amount: \$300,000

Reference: Ben Henson, Planner at City of Bridgeport; Contract Amount: \$6,075

### **Nassau County Master Plan, 2009**

The Nassau County Master Plan is a comprehensive plan for a built-out suburban county that addresses the difficult question of how to preserve suburban quality of life while meeting the serious challenges the county faces including an exodus of young people, serious traffic congestion and growing poverty. Collaborative Planning Studio Principal, Melissa Kaplan-Macey, was the project manager for the development of this plan in her previous role as Senior Associate at BFJ Planning. This project included extensive community outreach and coordination of a multidisciplinary consultant team. The plan recommends core strategies for targeting development in downtown areas near transit, supporting large-scale economic development projects, revitalizing underperforming strip commercial areas and investing in underserved communities.

**Reference:** Sean Sallie, Senior Planner at Nassau County; Contract Amount: \$125,000

**RESUMES**