D O M A N I

SUMMARY REPORT
HISTORIC BUILDING PRESERVATION IMPACT REVIEW
ONE RIVER STREET
HASTINGS-ON-HUDSON, NEW YORK

Prepared for:

Atlantic Richfield Company
One River Street
Hastings-On-Hudson, NY 10706

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1. Executive Summary

DOMANI was retained to review relevant remediation and redevelopment issues surrounding the potential preservation of existing buildings at the One River Street site. This report highlights those issues in the context of the complex interrelationship and potential impacts between preservation, remediation, and the successful redevelopment of this important property.

Once a vibrant industrial complex comprised of over twenty-nine structures, the remediation and future redevelopment of the 28-acre One River Street site presents a unique opportunity for the Atlantic Richfield Company (ARC) and the Village. The One River Street site is situated at the cross roads of redevelopment and this once vital part of Hastings-on-Hudson's history will certainly be a fundamental part of the Village's future.

With the closure of the Anaconda Wire and Cable plant in 1976, the site has been the subject to much debate with regard to the future development. Atlantic Richfield Company, acting on behalf of the current owner of the property, Arco Environmental Remediation LLC (AERL), has entered into agreements with the New York State Department of Environmental Conservation (NYSDEC), the Village, and Hudson Riverkeeper to carry out a remediation program for the site. Included in the Federal Consent Decree governing the remediation approach is Item 5.10 - *Assessment of Potential of Preserving Certain Site Structures*, which highlights ARC's requirements regarding the evaluation of remediation on the preservation of certain structures at the site. To address the requirements of the Consent Decree, in early 2006, ARC retained Hutton Associates Inc./Steven Katz Architect to evaluate preservations issues. Accordingly, Hutton et al prepared a report titled: *Structure Preservation Evaluation, Summary of Findings for the Water Tower, Building 51 and Building 52*.

In June 2006, AERL presented the Summary of Findings from the Hutton report to the Village's Board of Trustees. The Hutton report concluded the following:

- In 1989, the SHPO [New York State Historic Preservation Office] assessed the eligibility of twenty-nine buildings located at the former Anaconda Wire and Cable Company site for their ability to meet the criteria for inclusion in the National Register of Historic Places. The SHPO files indicate that, "all twenty-nine structures were determined not eligible for the National Register."

- Though the buildings do not merit official landmark status, the Hutton report indicates that "it is difficult to assess the worthiness of preservation without introducing a degree of subjectivity into the process. The unique opportunity for the preservation of Buildings 51, 52 and the Water Tower, their potential reuse as components of a waterfront development scheme, and that project's potential future economic benefit to the Village of Hastings-on-Hudson, appear to be desirable considerations in the opinion of preservationists, historical organizations and some (though not all) community residents and officials."

What the Hutton report did not address in great detail, however, was an evaluation analysis of the next steps that would be involved in the preservation of the structures, how the potential preservation might impact future remediation construction and redevelopment activities, and the broader goal of the establishment of a viable and sustainable redevelopment of the site.

In November 2006, DOMANI was retained to review the complex issues surrounding the remediation, redevelopment, and future use of the site and the impact on potential building preservation and to compile these issues into a manageable

format. To this goal, DOMANI has developed draft decision matrices to support informed decision-making by interested parties. As part of this effort, DOMANI reviewed existing relevant reports; conducted site visits to the One River Street site; and conducted interviews with ARC project team members. A review of the available public documents including the Structure Preservation Evaluation and public letters to local papers was also conducted.

DOMANI's Historic Building Preservation Impact Review has resulted in the development of one Analysis Matrix per structure (Water Tower, Building 51 and Building 52) and is designed to identify the major critical tasks for each of five major impact issues surrounding the potential historic preservation:

- Ownership
- Design + Planning
- Structural Impacts
- Stakeholder Issues, and
- Financial Responsibility

These issues were then set against a re-development time line in each matrix. It is not only important to understand when the issues occur during the proposed redevelopment time-line, but how all of the complex issues of the One River Street site are interrelated.

Key conclusions drawn from DOMANI's review can be summarized as follows:

- At this point, ARC appears to have fulfilled their obligations under Item 5.10 of the Consent Decree related to the analysis of the feasibility of historic preservation of the Water Tower, Building 51 and Building 52;

- Key responsible parties have not been identified that can lead these historic preservation efforts, notwithstanding the recent development of the Village Historic Preservation committee;

- It is clear that the Water Tower is a worthy candidate for preservation due to the relatively low cost risks of the disassembly and reassembly of the tower following construction and the potential historic value of the tower as a symbol of the site's industrial legacy;

- The preservation of Buildings 51 and 52, however, are increasingly more complex and present themselves as prohibitively risky endeavors that:
    - Significantly impact the costs and health & safety issues associated with the remediation construction phase, and
    - Present risks to the redevelopment stage that are difficult, if not impossible, to assess at this point given the lack of specific direction in the current status of the Local Waterfront Redevelopment Plan.

- The redevelopment of the One River Street site must be executed alongside a defined set of sustainable goals for the project. Green building and sustainable land development are vital to the long term success of the site, and determining a role that the existing structures may play will contribute to the evaluation of the preservation effort.

The method of analysis below, and a summary of key issues studied contribute to support of the matrices in Appendix A, B and C.

2. Method of Analysis

In order to facilitate a systematic review of the remediation and redevelopment impact surrounding the potential preservation of existing buildings at the One River Site, DOMANI's preservation impact review has been organized into three matrices: one each for the Water Tower (Appendix A), Building 51 (Appendix A) and building 52 (Appendix B). The matrices are designed to:

1. Identify the priority issues associated with preservation,
2. Highlight key action items,
3. Delineate ownership responsibilities and
4. Allocate these issues a place on an overall development time line.

A matrix format was chosen to evaluate the information in order to allow for the 'horizontal' and 'vertical' interaction of critical steps between associated issues and the development schedule. Notes supplement the evaluation with suggested opportunities, critical path issues and future use options.

3. Issues Summary

Five issues are identified as having important roles in the evaluation of the potential for preservation at the One River Street site.

Ownership - Ownership of the One River Street site and structures currently resides with Arco Environmental Remediation, LLC (AERL). Atlantic Richfield Company (ARC), on behalf of AERL, has entered into agreements with the New York State Department of Environmental Conservation, the Village and Hudson Riverkeeper to carry out the remediation program and adhere to certain stipulations in the agreement. While continually focusing on the specific legal requirements of the Federal Consent Decree (see item 5.10 of Consent Decree titled: *Assessment of Potential of Preserving Certain Site Structures)*, Atlantic Richfield Company continues to actively engage the community on construction (remediation) status and schedule updates, and the effects this has to the structures.

Benefactors and/or future owners of the structures will need to be fully aware of the risks involved with preservation and be prepared to be responsible for and to guide and fund the efforts moving forward (should they move forward), and to actively account for the impact to redevelopment efforts. This factor is especially important given the limitations of ARC's requirements under the Federal Consent Decree, which are focused on the *assessment of the potential for preservation* of the structures, and not the actual preservation efforts themselves.

At the present time, determination of the remedy for the Site is not complete as there are still on-going negotiations regarding the Operable Unit 2 (OU2) remedy. Any benefactors and/or future owners of the structures will need to recognize significant potential schedule uncertainty due to the incomplete remedy determination. The range of potential remedy costs being considered by NYSDEC would make it difficult for a developer to structure a financial proposal that would dictate the maximum acceptable remediation schedule.

Design and Planning - A desire to preserve the historic structures must be substantiated by and integrated with an effective, realistic plan for re-use of the entire site. A redevelopment plan for the Hastings-on-Hudson waterfront was organized by the Regional Plan Association and published in the fall of 2001 to help build a community consensus regarding a vision for the future of the Hastings waterfront. This plan must be re-visited and developed along side possible uses for the two buildings. Is there a need for the future use? Are there adequate utilities? What are the possible access routes?

The redevelopment of the Water Tower is a simpler challenge. Structurally in good shape, the Tower can be deconstructed and stored offsite during remediation. The new location for the Tower on the site will need to be identified in alignment with future use options and site plans.

Buildings 51 and 52 require extensive planning and decision making. Future use options should be identified almost immediately in order to evaluate the environmental and financial implications of preservation over the course of the project.

Structural - Intrinsic to any preservation effort is a careful analysis of the structural integrity of the site and associated building(s). To address the requirements specified in the Federal Consent Decree related to the "Assessment of Preserving Certain Site Structures", the Atlantic Richfield Company engaged in an extensive structural evaluation of buildings 51 and 52, and the Water Tower. The report, titled *Structural Preservation Evaluation* prepared by Hutton Associates Inc./Stephen Katz Architect was completed in May 2006. The results of the study indicate that the buildings are damaged, yet both structures and the Water Tower could be preserved. The Water Tower can be deconstructed and stored off site; however the buildings will require extensive stabilization efforts through redevelopment.

The report: *Structural Preservation Evaluation* indicates that an initial commitment is required immediately to stabilize Buildings 51 and 52. Stabilization requirements, however, will continue to involve several unknowns that require constant re-evaluation and add risks to the course of preservation. Further damage to the structures during remediation construction can not be predicted but is anticipated, due to the need for substantial excavation of PCB-impacted materials immediately adjacent to and within the buildings and the unknown condition of the slabs, slab subgrade, and piles.

Stakeholders - Numerous stakeholders have been and will be involved throughout the remediation construction and re-development process. Planning and decisions will entail cooperation and support from current owners, Westchester County, NYSDEC, Hudson Riverkeeper, the contractors working on-site, Village residents and future developers.

Design, planning and financial decisions will need to be made on an ongoing basis and an executable plan as to how this will be accomplished is required. Stakeholder involvements can add complexity to the redevelopment efforts.

Financial - The costs involved in the preservation effort are anticipated to be extensive, yet exact costs will only be revealed as the project progresses. It is anticipated that costs will be a major driver in determining the possibilities for preservation of the Water Tower and Buildings 51 and 52.

ARC has estimated the investment required to preserve (deconstruction, transportation, refurbishment, geotechnical design, and reconstruction) the Water Tower to be approximately $620,000. This figure does not include the cost of storing the disassembled Tower, which can vary greatly. ARC has determined that the costs to deconstruct and transport the tower off-site are estimated to be $110,000. Future uses for the Water Tower can be determined and funds can be raised to support the reuse of the familiar Village landmark.

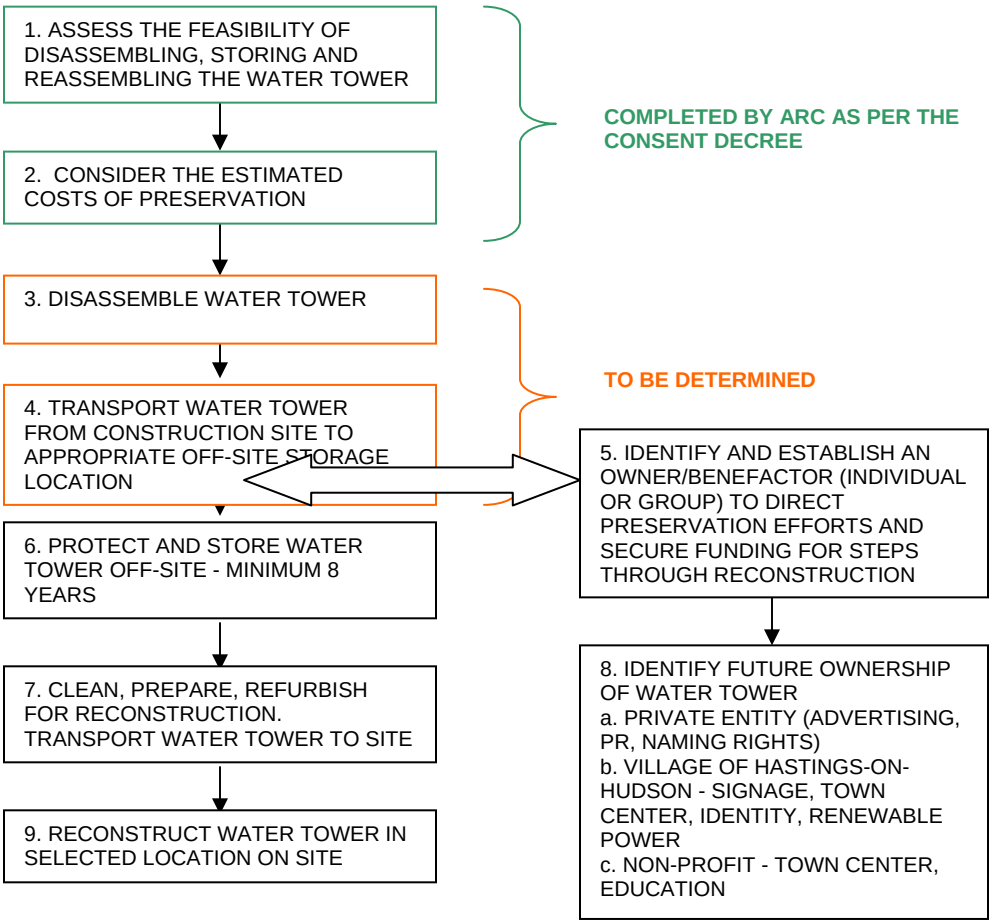
Buildings 51 and 52 however, require an initial investment of $1,000,000 to $2,000,000 for immediate stabilization work due to their existing condition. The initial investment requires the support of an owner or benefactor as it is outside the scope of the Federal Consent Decree, as ARC is unlikely to spend these sums to stabilize buildings now that later may be demolished. Note that this effort does not take into

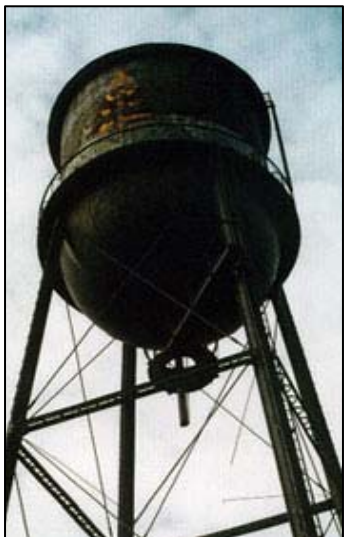
account of substantial stabilization requirements that are likely to be necessary during remediation construction. In addition, the evolving data set of the presence of PCBs within the building footprints makes it is impossible at this time to determine the significant unknown costs associated with structural evaluations and ongoing stabilization that will be required during remediation construction, redevelopment and following the completion of the development of the site. Taking into account these unknowns, it would be even more difficult to financially justify any immediate expenditure without a redevelopment plan, a developer under contract, and significant structural engineering and risk analysis.

Further, only after an evaluation of the buildings' structural condition following remediation will re-development and preservation costs be evaluated. Benefactors and/or future owners of the structures will need to be fully aware of the risks involved with preservation and be prepared to invest the additional time and costs associated with an ongoing, undetermined engagement.

4a. Overview of Critical steps - Water Tower

Key issues affecting the preservation of the Water Tower have been extracted from the matrix (in Appendix A) and are summarized below in a flow chart. Items 1 and 2 are highlighted actions that ARC has completed as per the consent decree. Following, items 3 and 4 are actions that ARC may be willing to complete in addition to those required by the consent decree.





The study of issues surrounding the Water Tower preservation effort are relatively straight forward and tangible as there are fewer concerns to be addressed and the

issues do not appear difficult to quantify. Key conclusions from the study related to the preservation of the Water Tower are threefold:

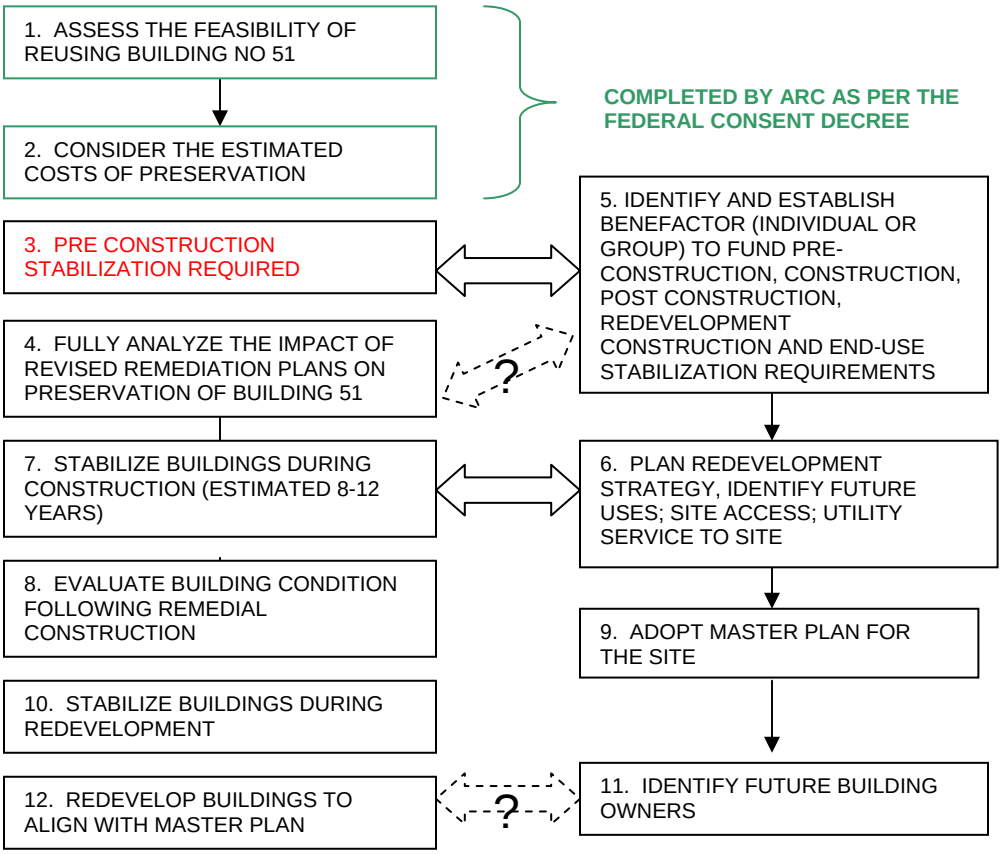
1. A benefactor and/or an owner must be identified immediately to direct the preservation efforts;
2. While a benefactor is required immediately, the Water Tower preservation effort benefits from a flexible time schedule;
3. The Water Tower preservation effort appears to be a viable endeavor for the Hastings water front due to the relatively low financial and procedural costs involved and the low risk of critical path impacts to remediation construction and or site redevelopment.

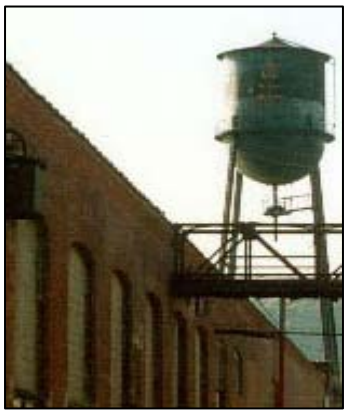
Based on an initial review conducted by DOMANI, future use options for the Water Tower include (but are not limited to) the following:

1. Observation Deck
2. Water Cistern
3. Park Landmark
4. Wireless Telecommunications/WiMAX Hub
5. Renewable Power – wind turbine, solar power
6. Advertising – Private (naming rights) or Public (town funded art installation)

4b. Overview of Critical Preservation Steps for Building 51

Key issues affecting the preservation of Building 51 have been extracted from the matrix (Appendix B) and are summarized below in a flow chart. Items 1 and 2 are highlighted actions that ARC has completed as per the Federal Consent Decree. Action items that follow identify critical steps in a preservation effort.





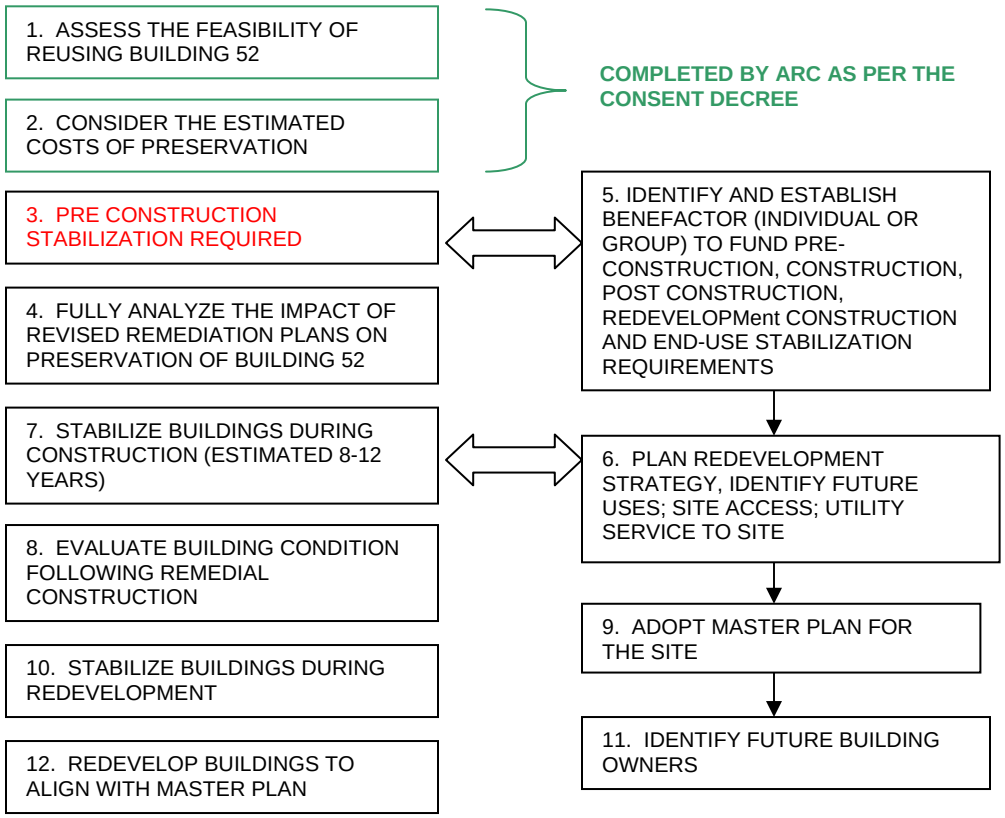
Currently off-limits to visitors due to safety concerns, Building 51 has an immediate need for stabilization of the roof structure. This structural and financial investment must be made prior to the start of remediation construction if the building is to be preserved. This initial investment together with the analysis of future issues surrounding Building 51 implies that the investment is one of significant risk and considerably less feasible than preserving the Water Tower.

The preservation of the façade of Building 51 remains a potential option, but would require stabilization throughout the remediation construction process. Careful deconstruction of the façade and the preservation of the building material could lead to the creative reuse of building materials. Such an approach could support key sustainable design principles that may have value to the developer and the greater community, creating a potential tangible link to the site's past industrial legacy.

4c. Overview of Critical Preservation Steps for Building 52

Key issues affecting the preservation of Building 52 have been extracted from the matrix (Appendix C) and are summarized below in a flow chart. Items 1 and 2 are highlighted actions that ARC has completed as per the Federal Consent Decree.

As a result of the existing conditions combined with damage during demolition of neighboring structures, Building 52 requires immediate stabilization, before any remediation work is executed. This work is outside of the Federal Consent Decree and requires the attention of a benefactor for the preservation effort immediately.



Though currently used as a storage facility, Building 52 also has an immediate need for stabilization if it is to be preserved for future redevelopment. This structural and financial investment must be made prior to the start of remediation construction if the building is to be preserved. As with Building 51, this initial investment together with the analysis of future (unknown) requirements surrounding Building 52 implies that the investment becomes increasingly unfeasible, and with considerable risk.

5. Long Term Vision – Sustainability at One River Street

Long Term Vision

The One River Street site presents the village of Hastings-on-Hudson with a unique and exciting opportunity to promote a vibrant, healthy and sustainable redevelopment to an environmentally damaged property; a true 'brown-to-green' story.

Maximizing the potential for a sustainable redevelopment that retains the history of the Village can be accomplished with or without the preservation of Building 51 and 52; however the appropriate time to implement sustainable plans for the redevelopment at the site to leverage the social, environmental and historical value, is now. The appropriateness of possible uses for Building 51 and 52 and or the reuse of salvaged building materials should be evaluated within the context of the future redevelopment of the site and surrounding areas as a whole.

Two key themes of sustainable communities are smart planning and green building design and operation – both of which can contribute to a successful redevelopment at the Hastings waterfront.

Smart Planning – *projects that protect and enhance the overall health, natural environment and quality of life of communities*

Smart growth and New Urbanism begin to break the cycle of sprawling, anonymous developments and traffic congestion. Through visionary planning, the One River Street site can have a look and experience of the older parts of Hastings-on-Hudson – preserving a history and a way of life that continues to bring resident to the community – while reducing the environmental impact of the future use of the site.

Compact design, mixed use development and mixed income housing within walking distances to offices, stores, community facilities and open space encourages people to gather with their Hastings neighbors. The new development should focus on it's proximity to the existing railway station and other transit connections and encourage a bicycle friendly design to promote reduced vehicular use.

Maintaining both visual and physical connections to the village will encourage a vibrant use of the proposed open public spaces and provide a community that existing and future residents can all enjoy. How the historical and architectural value of Buildings 51 and 52 is incorporated into the plan is vital. The development should support the village in a sustainable way, and avoid at all costs, becoming a token of a bygone era that does not contribute value to the community.

Green Building Design - *practice of increasing the efficiency of buildings, over the life cycle*

The materials we use to create our buildings and the energy and water we consume to operate them take a tremendous toll on the environment. The Hastings-on-Hudson waterfront development plan can have an enormous positive impact on the environment by creating a new community that is visually stunning and provides healthy places in which to live and work, reduces energy consumption and other air pollutant emissions while supporting local economies.

The opportunity to implement green building practices on the new construction at the site is self evident. Preserving the existing buildings in a sustainable manner is less obvious. There is no question as to the aesthetic appeal that the industrial structures have. Many similar structures along the Hudson River have been successfully preserved and reused, and those making the decision to preserve the One River Street buildings should take inspiration from them. However, the situation at this site is unique.

The impact and location of contaminated materials and the effects of remediation efforts on the site, the unknown conditions of the piles below the buildings, the current structural evaluation results of Building 51 and 52 and the unknown long term cost make historic preservation risky, if not prohibitive. An effective sustainable redevelopment plan does not only focus on the environment; it should be financially sustainable as well and the immediate financial commitment required to stabilize the structures immediately, prior to construction, as well as during construction and redevelopment should be quantified.

6. Conclusions

Layered with history and a dramatic waterfront location, the One River Street site presents an enormous opportunity to the village of Hastings-on-Hudson. A sustainable redevelopment of the area will benefit current residents and generations to come if it is both environmentally *and* financially sustainable.

This analysis of preservation issues and the necessary critical steps reveals that an effort to preserve the Water Tower is a realistic, feasible endeavor with ample opportunities for future success. Relatively low costs, predictable action items and a variety of options for re-use contribute to a successful project.

Building 51 and Building 52 however, are high cost, high risk preservation projects with unknown opportunities for reuse. Costly initial investments set the stage for a lengthy engagement fraught with unidentified expenditures. There are many major considerations to take into account, as identified in the analysis matrices. In addition, it must be noted that there is a possibility that following the upfront costs to initially stabilize the buildings, they may be found structurally incapable of supporting re-use.

Through either a structured and financially supported preservation effort, or a redevelopment that acknowledges the history and looks to the future of Hastings-on Hudson, a sustainable redevelopment of the One River Street site can and should be accomplished.

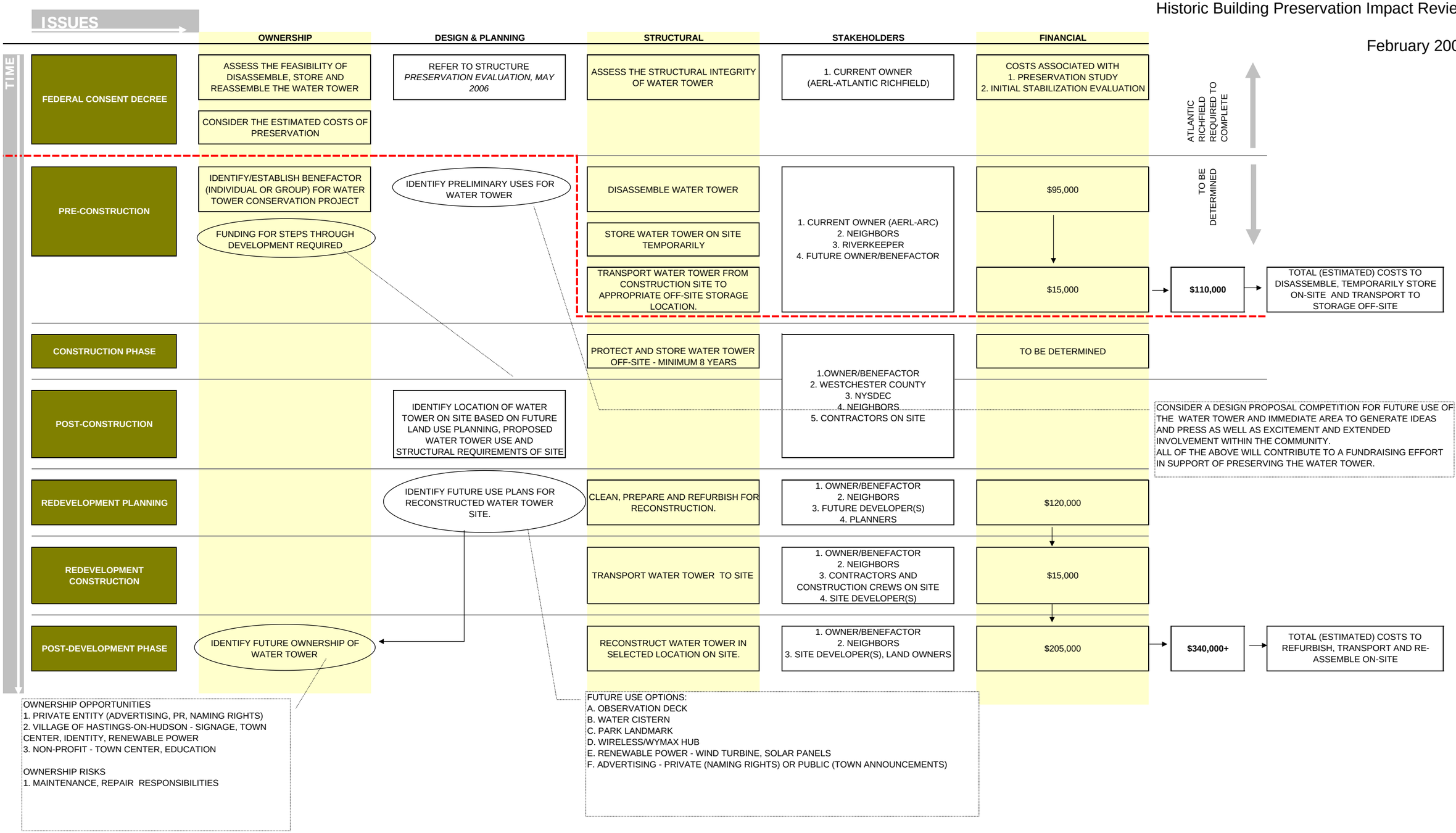
Appendix A

Water Tower Critical Steps

APPENDIX A - Water Tower

ONE RIVER STREET
HASTINGS-ON-HUDSON, NEW YORK
Historic Building Preservation Impact Review

February 2007

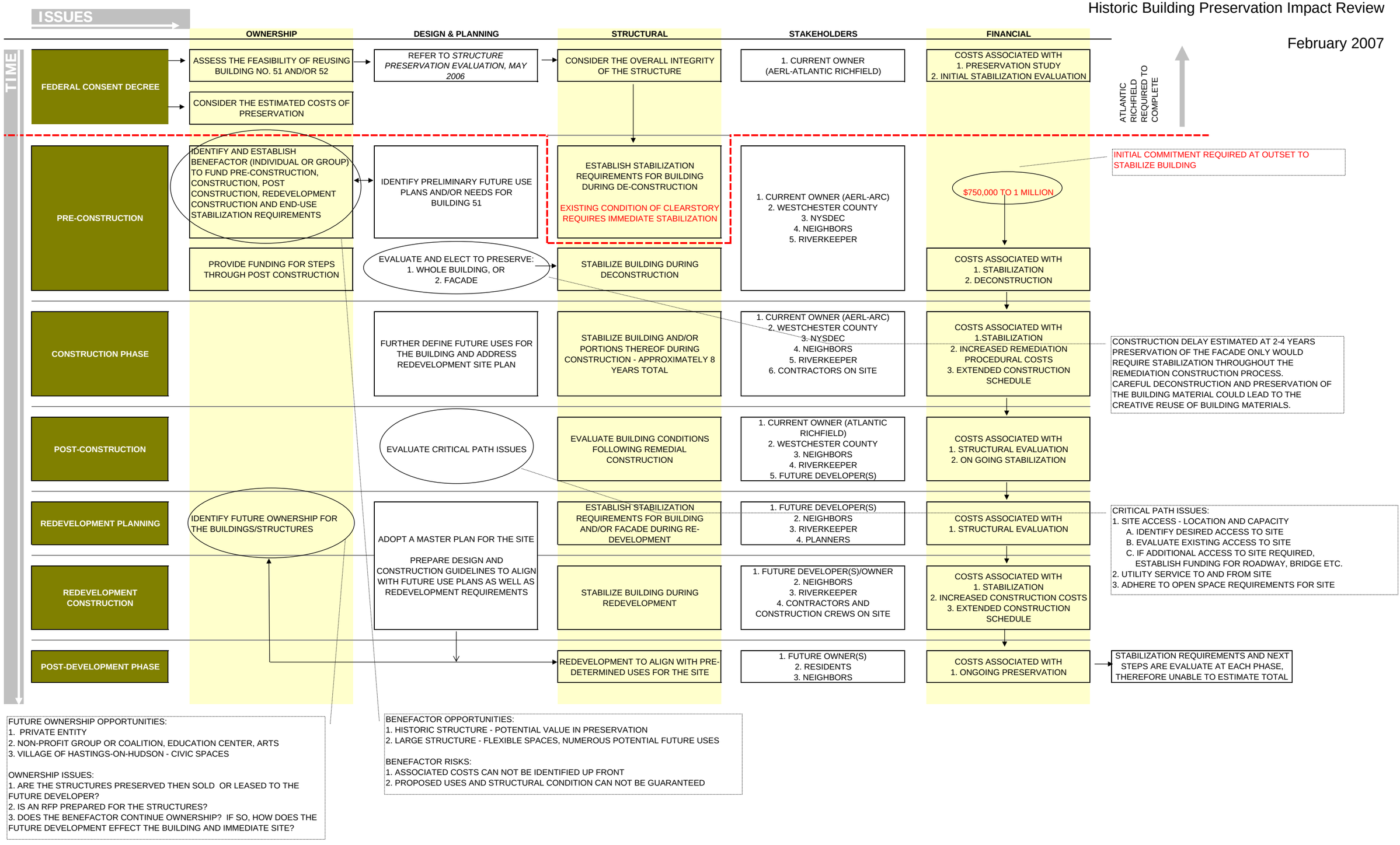


Appendix B

Building 51 Critical Steps

ONE RIVER STREET
HASTINGS-ON-HUDSON, NEW YORK
Historic Building Preservation Impact Review

February 2007



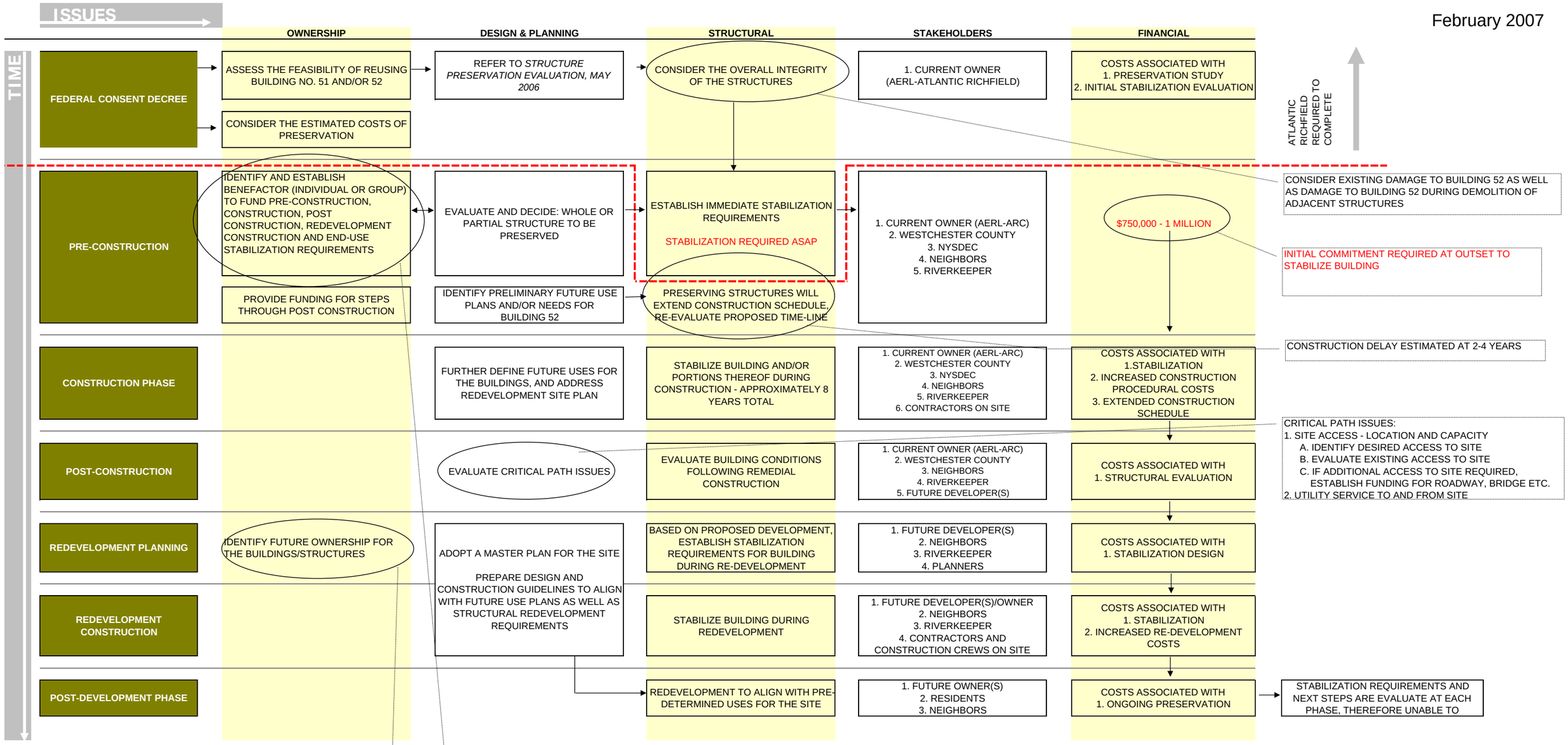
Appendix C

Building 52 Critical Steps

APPENDIX C - Building 52

ONE RIVER STREET
HASTINGS-ON-HUDSON, NEW YORK
Historic Building Preservation Impact Review

February 2007



FUTURE OWNERSHIP OPPORTUNITIES:
1. PRIVATE ENTITY
2. NON-PROFIT GROUP OR COALITION, EDUCATION CENTER, ARTS
3. VILLAGE OF HASTINGS-ON-HUDSON - CIVIC SPACES

OWNERSHIP ISSUES:
1. ARE THE STRUCTURES PRESERVED THEN SOLD OR LEASED TO THE FUTURE DEVELOPER?
2. IS AN RFP PREPARED FOR THE STRUCTURES?
3. DOES THE BENEFACTOR CONTINUE OWNERSHIP? IF SO, HOW DOES THE FUTURE DEVELOPMENT EFFECT THE BUILDING AND IMMEDIATE SITE?

BENEFACTOR OPPORTUNITIES:
1. HISTORIC STRUCTURE - POTENTIAL VALUE IN PRESERVATION
2. LARGE STRUCTURE - FLEXIBLE SPACES, NUMEROUS POTENTIAL FUTURE USES

BENEFACTOR RISKS:
1. ASSOCIATED COSTS CAN NOT BE IDENTIFIED UP FRONT
2. PROPOSED USES AND STRUCTURAL CONDITION CAN NOT BE GUARANTEED