

PROPOSAL FOR: COMPREHENSIVE PLAN AND ZONING CODE & COMPREHENSIVE PLAN SURVEY

Town of Irvington, Virginia

August 27, 2021

BEJ Planning

TOWN OF IRVINGTON

CONSULTANT SERVICES FOR:

COMPREHENSIVE PLAN SURVEY &

COMPREHENSIVE PLAN AND ZONING CODE

BFJ Planning

SUSAN FAVATE, AICP, PP

Principal

115 5th Avenue, New York, NY 10003

212.353.7458

s.favate@bfjplanning.com

BFJ Planning

PLANNING
URBAN DESIGN
ENVIRONMENTAL ANALYSIS
REAL ESTATE CONSULTING
TRANSPORTATION PLANNING

August 27, 2021

Town of Irvington, Planning Commission
Attn: Brian Forrester
P.O. Box 174
Irvington, VA 22480

Re: Comprehensive Plan and Zoning Code & Comprehensive Plan Survey

Dear Mr. Forrester:

BFJ Planning is pleased to submit the enclosed proposal to the Town of Irvington for preparation and implementation of a Comprehensive Plan Survey, followed by an update to the Town's Comprehensive Plan and Zoning Code. BFJ is a multidisciplinary planning firm with expertise in comprehensive planning, zoning, transportation planning, socioeconomic analysis, and public participation. We bring more than 40 years of professional experience to this project, having prepared dozens of municipal master plans and zoning code updates for municipalities at a variety of scales. BFJ also has expertise in waterfront planning, with a focus on balancing economic revitalization and storm resiliency. We also bring a wealth of experience in community engagement, with proven strategies that effectively reach a wide cross-section of stakeholders. These tools include surveying and polling activities to gather a mix of quantitative and qualitative input to guide long-term planning and policy-setting.

For this project, I would act as Principal-in-Charge, and would oversee all aspects of the project, with Simon Kates, AICP, LEED AP, as project manager. Mr. Kates and I have worked closely together on numerous comprehensive, waterfront, and downtown plans, including in Sleepy Hollow, Peekskill, and Nyack, New York. Mr. Kates also brings a focus on planning for sustainability and resiliency to climate change, while we have both also worked on zoning code updates. We have also included on our team BFJ Principal Georges Jacquemart, PE, AICP, PP, for transportation issues; Jonathan Martin, AICP, Ph.D, for urban design; and Silvia del Fava, LEED AP ND, as project planner.

Enclosed is a statement of our understanding and our project approach, including a proposed scope of work and timeline. In the following pages, we provide information on our team structure and organization, along with specific information on key staff members. We have sought to customize a project approach for Irvington that addresses its planning concerns and issues; however, we are flexible and can make reasonable adjustments as needed based on consultation with staff.

We are pleased to be considered for this work and strongly believe our team can effectively and efficiently implement a comprehensive planning project for Irvington that will reflect the community's vision and guide the Town's policies and regulations. We are comfortable with our current and projected workload and our ability to undertake this project. If you have any questions, please feel free to call me at 212.353.7458, or email me at s.favate@bfjplanning.com.

Sincerely,



Susan Favate, PP, AICP

Principal

CHARLOTTE
CHICAGO
NEW YORK CITY
PITTSBURGH
STAMFORD

FRANK S. FISH FAICP
GEORGES JACQUEMART PE, AICP
SUSAN FAVATE, AICP
SARAH YACKEL, AICP

BUCKHURST FISH
& JACQUEMART, INC.
115 FIFTH AVENUE
NEW YORK, NY 10003
T. 212.353.7474
F. 212.353.7494

WWW.BFJPLANNING.COM



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FIRM BACKGROUND

FIRM PROFILE: BFJ PLANNING

BFJ Planning (BFJ) is a consulting firm providing professional expertise in planning and related fields since its establishment in 1980. Based in New York City, BFJ is a corporation employing approximately 15 people. The firm is majority-owned by Perkins Eastman Architects, a large, multidisciplinary firm also based in New York City. Although BFJ has access to Perkins Eastman's other locations, including Washington, DC, it is anticipated that the work for this project would be performed out of BFJ's New York office.

BFJ provides the following services for public, private, and non-profit clients throughout the country and overseas:

- Planning
- Urban design
- Environmental analysis
- Real estate consulting
- Transportation planning
- Sustainability and resilience to climate change
- Community engagement

The following is a summary of the key areas of expertise that our team would bring to the Town of Irvington's Comprehensive Plan.

Comprehensive Planning

BFJ brings 40 years of planning experience to this project, having prepared plans and studies at a range of scales, in municipalities around the world. We work closely with municipal staff and comprehensive plan committees throughout the planning process. This close working relationship allows us to be responsive to local priorities to help build consensus.

Zoning

BFJ has broad experience in crafting both full zoning code updates and targeted revisions. Our expertise includes traditional zoning approaches as well as contextual and form-based zoning, incorporation of sustainability provisions such as solar, energy efficiency measures, and transit-oriented development.

Transportation Planning

BFJ's professional staff has extensive experience and capabilities in the fields of transportation planning, traffic circulation and parking. With traffic engineers and transportation planners on staff, the firm undertakes a variety of transportation assignments including traffic circulation and impact studies, infrastructure capacity and performance analyses, safety studies, traffic calming efforts, parking programs, transit studies, and multi-modal transportation planning efforts.

Urban Design

The BFJ Team uses graphic and visualization techniques to develop conceptual design ideas and communicate to members of the public. Our in-house urban designers understand the power of compelling and informative visuals in providing the audience with a clear understanding of the built and natural environment, both in terms of what exists and in looking at hypothetical build-out scenarios.

Surveys and Polling

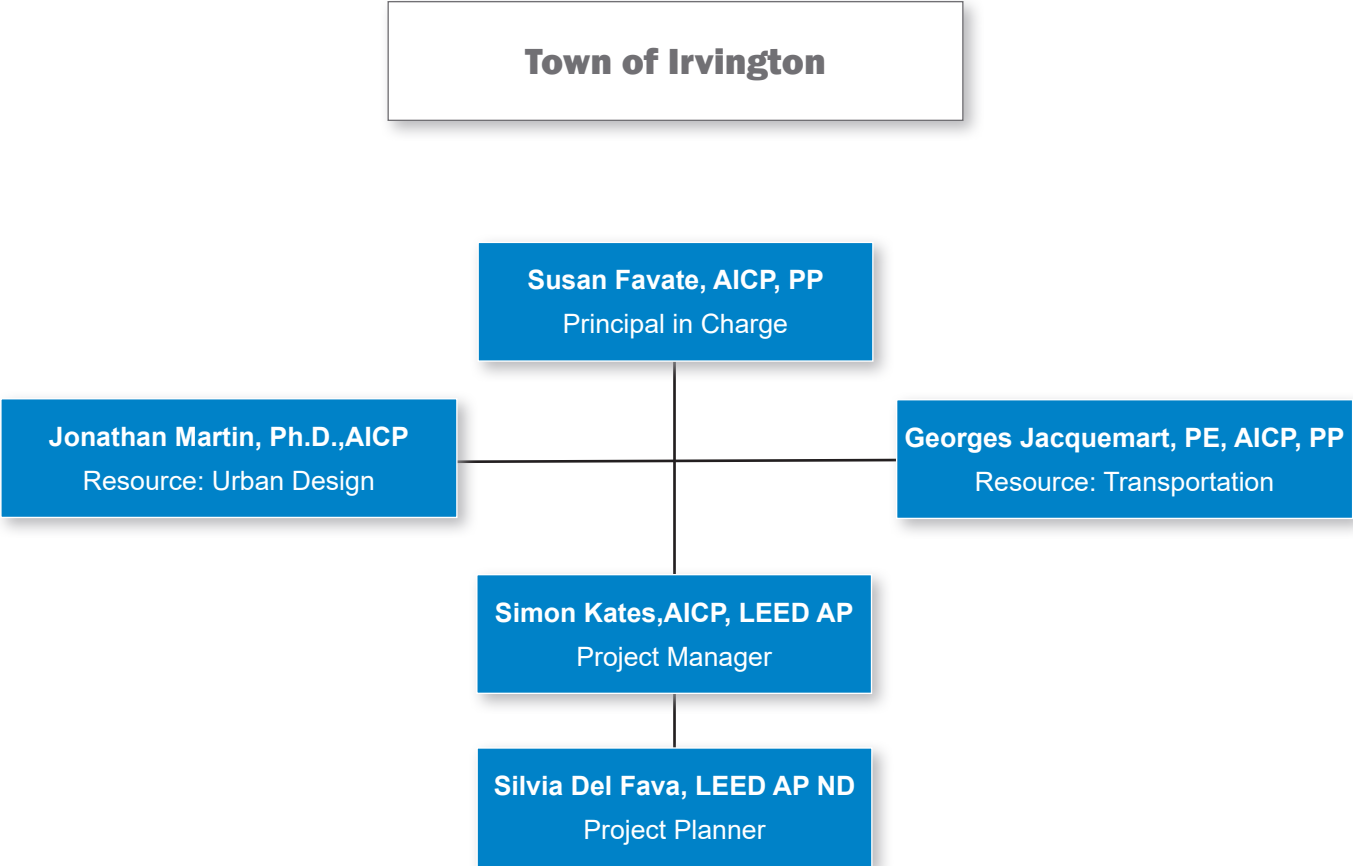
BFJ has extensive experience in conducting surveys to help communities envision their desired future and test out planning ideas and strategies. We typically conduct at least one survey as part of comprehensive planning, and have developed a robust toolbox of methods that includes traditional paper and online surveys, interactive mapping exercises, "ideas walls," visual preference surveys, and real-time in person polling.

Project Management

Our project management policy includes regular contact by video conference, in-person meetings, phone, and email. We keep our client informed of the work progress, sending draft memos, deliverables, and/or preliminary findings prior to formal clients meetings and committee meetings. The success of our approach is demonstrated by BFJ's record of on-time, on-budget delivery.

PROJECT TEAM

ORGANIZATION CHART



KEY STAFF BIOS



Susan Favate, AICP, PP: Ms. Favate has over 15 years of experience in land use and environmental planning for public- and private-sector clients. Her areas of focus include zoning; comprehensive planning; site plan reviews; community visioning; environmental analysis; and real estate, market and housing studies. Ms. Favate has completed dozens of comprehensive plans, at a variety of scales and contexts, and has also worked on several waterfront plans and numerous zoning projects. Examples include comprehensive plans for Mamaroneck, Pleasantville, Sleepy Hollow, Nyack, and Rye Brook, New York; East Hartford, Bridgeport, and Stamford, Connecticut; and Parsippany-Troy Hills, New Jersey; as well as waterfront plans for Sleepy Hollow, Port Chester, Newburgh, Peekskill, Croton-on-Hudson, and Mamaroneck, New York.



Simon Kates, AICP, LEED AP: Mr. Kates has a background in architecture, urban planning, and energy finance. As an associate principal at BFJ, he has developed a focus in planning issues related to sustainability and resilience to climate change. With a strong belief in community-based planning, Mr. Kates has experience developing comprehensive plans and waterfront plans, addressing economic development issues, and applying complex zoning strategies. Key projects include comprehensive plans for Ossining, Sleepy Hollow, Mount Kisco, Nyack, New Rochelle, and White Plains, New York; and waterfront plans for Sleepy Hollow, Nyack, Poughkeepsie, Peekskill, and New Rochelle, New York.



Silvia Del Fava, LEED AP ND: Ms. Del Fava brings a diverse background in planning, policy, and urban design in the public and private sectors. She has experience in facilitating stakeholder engagement, zoning and development analysis, and graphic rendering and analysis. Prior to joining BFJ, Ms. Del Fava worked for New York City's Economic Development Corporation (NYCEDC) and Department of Transportation (NYCDOT), as well as in the private sector for a planning firm and architecture studio. Some of her relevant experience includes the Ossining, New York, comprehensive plan; a downtown vision study for Millburn, New Jersey; a transit-oriented development (TOD) study for Yonkers, New York; and other zoning studies in Yonkers, Rockville Centre, and New York, New York.

KEY STAFF BIOS



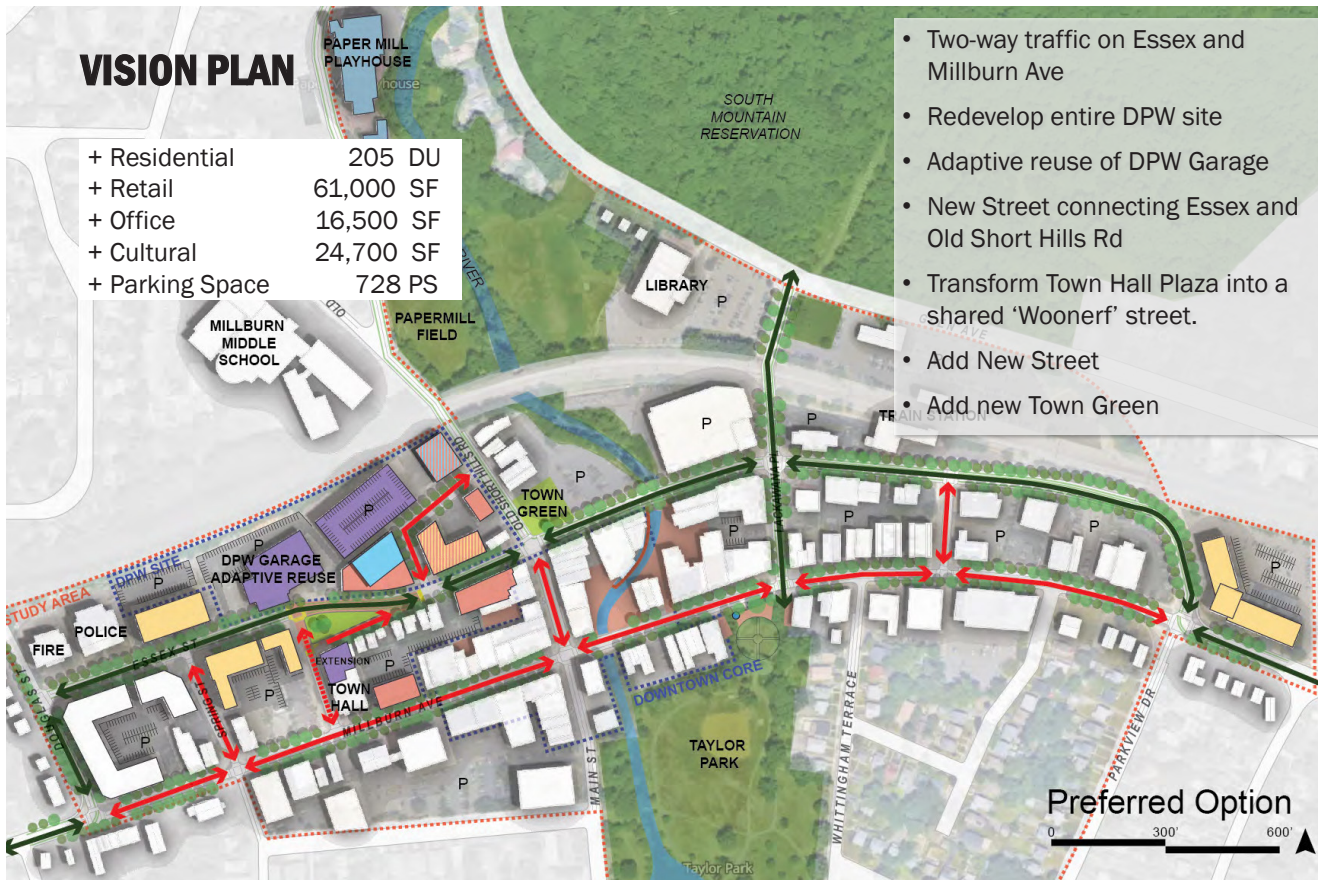
Georges Jacquemart, PE, AICP, PP: Mr. Jacquemart is a Principal of BFJ and directs the firm's transportation work. Mr. Jacquemart has extensive experience in managing and undertaking traffic impact and circulation studies as well as projects related to transit planning, parking, and bicycle and pedestrian circulation. He worked on assignments for a variety of clients in North and South America, Europe, Asia, and Africa. Some key projects include comprehensive plans or circulation plans for Stratford, New Canaan, and Wilton, Connecticut; Saratoga Springs, New York; and Perth Amboy, New Jersey; corridor plans in Saratoga and Ulster Counties, New York; and parking studies in Yonkers, New York, and Hartford and Stamford, Connecticut.



Jonathan Martin, PH.D., AICP: Jonathan Martin is an urban designer with more than 20 years of experience in community planning and project management. He leads BFJ's design practice, contributing expertise in site planning, design guidelines and interactive community engagement. Mr. Martin is also a professor in graduate programs at Pratt Institute and Columbia University. His relevant experience includes comprehensive plans in Pleasantville, North Castle, and Beacon, New York; neighborhood plans in Greenwich, Connecticut; and a waterfront plan in Port Chester,

EXPERIENCE OF THE FIRM & REFERENCES

EXPERIENCE OF FIRM & REFERENCES



MILLBURN DOWNTOWN VISION PLAN (2021)

BFJ Planning worked with Perkins Eastman Architects to develop a Downtown Vision Plan for Millburn Township, laying out a strategy to support the Downtown's retail base and better position it for future growth and long-term sustainability. The plan's recommendations include a range of policy and marketing initiatives, traffic improvements, development proposals, and capital projects, organized into "bite-sized" pieces that the Township can begin taking on immediately to drive revitalization. Because of the COVID-19 pandemic, the plan's engagement process was conducted entirely online. The process included two online tools: an "ideas wall" and an interactive map on draft recommendations. Both tools encouraged participants to post ideas and respond to other posts, creating an online discussion about the future of Downtown. The tools garnered hundreds of responses, and residents reacted positively to being able to participate in the process at their convenience.

Project Team Members Involved:

Susan Favate, Principal in Charge | Silvia Del Fava, Project Planner

Alexander McDonald, Business Administrator, Township of Millburn
 375 Millburn Avenue, Millburn, NJ 07041
 (P) 973-564-7075 | (E) AMcDonald@millburntnwp.org

EXPERIENCE OF FIRM & REFERENCES



BRONXVILLE COMPREHENSIVE PLAN (2020)

BFJ Planning has prepared four comprehensive plan updates, most recently in 2020, for the Village of Bronxville, a compact, desirable suburb located 16 miles north of Midtown Manhattan. Over the years, our work for the Village has included various zoning code revisions, a zoning impediments analysis for affordable housing, and a roundabout feasibility study of a prime downtown intersection. The main focus of the 2020 Plan was ensuring the long-term health and functionality of Bronxville's downtown, including recommendations for parking, intersection, and streetscaping enhancements. The planning process included an online survey using the Survey Monkey format. The Village advertised the survey with posters, a Village-wide mailer, and text message alerts. The total response represented nearly 30% of total households in Bronxville

Project Team Members Involved:

Georges Jacquemart, Transportation Planning

Jim Palmer, Village Administrator, Village of Bronxville
200 Pondfield Road, Bronxville, NY 10708
(P) 914-793-0721 | (E) jpalmer@vobny.com

EXPERIENCE OF FIRM & REFERENCES



SLEEPY HOLLOW COMPREHENSIVE PLAN AND LOCAL WATERFRONT REVITALIZATION PROGRAM (2019)

BFJ Planning worked with the Village of Sleepy Hollow to update its Comprehensive Plan and Local Waterfront Revitalization Program (LWRP) to create two unified planning documents. The objective of updating these two plans concurrently was to help the Village respond to shifting socioeconomic and environmental considerations, set policies for future land and water uses, and establish a framework for governmental decision-making. The process was informed by substantial public outreach from a wide range of stakeholders, including residents, property owners, business owners, village staff, high school students, and community organizations. In addition, the Village is unique in that it attracts a significant number of regional visitors in September and October, this provided an opportunity to conduct an online tourism survey to reach these visitors and ask them about what they liked or didn't like about visiting Sleepy Hollow. BFJ is currently working with the Village on follow-up zoning code revisions to implement many of the plan's recommendations.

Project Team Members Involved:

Susan Favate, Principal in Charge | Simon Kates, Project Manager

Anthony Giaccio, Village Administrator, Village of Sleepy Hollow
28 Beekman Avenue, Sleepy Hollow, NY 10591
(P) 914-366-5105 | (E) agiaccio@sleepyhollowny.org

EXPERIENCE OF FIRM & REFERENCES



WATKINS GLEN DOWNTOWN REVITALIZATION PLAN (2018)

BFJ Planning has worked for some years with the New York Department of State to lead multidisciplinary teams in developing Strategic Investment Plans for the downtown areas of five communities as part of the State's Downtown Revitalization Initiative (DRI). The DRI awards each community \$10 million to identify and fund projects that will spur growth. BFJ completed a DRI plan for Watkins Glen, a compact Village on the southern shore of Seneca Lake in the Finger Lakes region. With a year-round population of just under 2,000, the Village is a regional center for tourism, recreation, and commercial activity, mostly in the summer. The DRI planning process included substantial community outreach. In addition to in-person meetings, events, and workshops, two online public surveys were prepared via Survey Monkey. A Village survey asked members of the local Watkins Glen community to prioritize and give feedback on the draft list of projects to receive DRI funding. Over 700 responses were received, nearly half of which were Village residents and nearly all of whom had a longtime connection to Watkins Glen. A second survey was aimed at visitors and tourists and included questions about their first impressions of the Downtown and how it could be improved. That survey received over 200 additional responses.

Project Team Members Involved:

Laurie Denardo, Village Trustee, Village of Watkins Glen
303 N. Franklin Street, Watkins Glen, NY 14891
(P) 607-535-2736 | (E) trusteedenardo@watkinsglen.us

EXPERIENCE OF FIRM & REFERENCES



Nyack Comprehensive Plan (2016)

BFJ Planning updated the Nyack Comprehensive Plan and Zoning Code, focused on incorporating demographic and economic conditions and coordinating them with the Sustainable Nyack Action Plan, potential impacts of the new Tappan Zee Bridge, other planning efforts and ongoing development activity within the Village and along the Hudson River waterfront. The Comprehensive Plan update incorporates sustainability principles by identifying goals and initiatives from the Sustainable Nyack Action Plan and developing a strategy for ongoing tracking through sustainability indicators and metrics. With a focus on the key opportunity areas of downtown, the waterfront and the “Gateway” area of the Village, the Plan also evaluates the potential for commuter or recreational ferry service. The robust public engagement process included seven public workshops and charrettes and a public survey taken by nearly 1,000 people.

Project Team Members Involved:

Susan Favate, Principal in Charge | Simon Kates, Project Manager

Mayor Don Hammond, Village of Nyack
9 N. Broadway, Nyack, NY 10960
(P) 845-358-0229 | (E) dhammond@nyack-ny.gov

PROJECT UNDERSTANDING & APPROACH

PROJECT UNDERSTANDING

The Town of Irvington, Virginia, seeks consultant assistance to undertake a three-phased comprehensive planning project that will confirm the community's vision for the future, establish strategies to achieve that vision, and undertake regulatory changes to implement the strategies. The Town last amended its Comprehensive Plan in late 2019, and many of its goals, objectives, and strategies remain relevant. However, there are several factors that have a potential impact on the Town's long-term planning that will need to be considered in an updated Comprehensive Plan.

The first is the impact of the COVID-19 pandemic, which began several months after the prior plan was adopted. While the pandemic is ongoing and its full effects are not yet clear, Irvington's local business community has likely experienced some of the same substantial impacts as have communities throughout the nation, including shutdown/social distancing requirements, staff shortages, and the accelerated growth of online shopping. At the same time, as remote work continues for many private-sector employees – and is expected to continue indefinitely to some degree – Irvington's high quality-of-life makes it a prime candidate for people who have flexibility in where they can live relative to their jobs. Having more people living at least part of the time in the Town, year-round, could have positive economic impacts on local businesses.

An updated Comprehensive Plan will also need to take into account the results of the 2020 decennial Census, and what demographic and socioeconomic changes mean for Irvington's future. Based on initially available results, it appears that the Town is continuing a population decline that was documented in the 2019 plan. Irvington's year-round population base is shrinking, and its population is trending older, as the Town remains attractive for adults nearing or in retirement. As noted in the 2019 plan, striking a balance between being a seasonal destination and attracting younger residents will require investments in infrastructure and amenities that are important to those demographics.

Finally, the updated Comprehensive Plan should incorporate best planning practices to address issues brought about by evolving technologies and trends. These include the need to improve pedestrian and bicycle infrastructure, preparing for the impact of electric vehicles (EVs), addressing the impact of short-term rental housing (i.e. AirBNB), and improving the Town's resiliency to major storm events.

BFJ Planning has a breadth of experience in addressing these planning issues and many others that are relevant to Irvington. We have worked in numerous small and/or rural communities where balancing the preservation of quality-of-life and natural resources with ensuring a strong local economy is critically important. We also have significant experience in planning in waterfront communities, both in terms of economic revitalization and in storm resiliency. Lastly, BFJ believes strongly in the need for substantial and meaningful community engagement in all of our projects, and has developed a robust toolbox of outreach strategies that have proven effective in reaching a wide spectrum of community stakeholders. These strategies include a wide range of surveying and polling activities to gather a mix of quantitative and qualitative input that guides community planning and policy-setting.

PROJECT APPROACH

BFJ has sought to respond appropriately to the full three-phase comprehensive planning project, and we have the ability to undertake each of the tasks described in the RFP. However, we have also designed our approach such that we could work on any of the tasks alone, should the Town choose to retain another consultant for the other tasks. We are flexible in our approach and can work closely with the Town to craft a process that is most effective for its needs.

Our approach also assumes that BFJ's work for this project, including the public engagement and Planning Commission meetings, will be conducted virtually. While we are open to discussing in-person meetings, we believe our team can work remotely efficiently, as we have largely done since March 2020. In addition, with regard to community engagement, we believe using virtual platforms, in this case, can allow for far greater participation by stakeholders, particularly seasonal or weekend residents who may not be physically located in Irvington on a regular basis.

The timetable below presents the schedule for completing all three phases. We have assumed an approximately 10-month process, with three months for the surveys, six months for the comprehensive plan update, and three months for the zoning update. This timeline assumes that we are retained to undertake the full three-phased project, which allows for overlapping some phases and working on tasks concurrently. We also assume a total of seven (7) virtual meetings with the Planning Commission, timed at key intervals of the project.

We agree to all work tasks as specified in the RFP and describe briefly below our work approach.

Phase 1: Community Surveys

Task 1.1: Project Kickoff and Community Engagement Plan

Our work will begin with a kick-off meeting including representatives from the BFJ Planning team, Town staff, and the Planning Commission to review project requirements and the timeline. This meeting is an important first step in the planning process,

ensuring that everyone understands and is in agreement with the approach, scope, and timing of the project; the respective roles of participants; and manner of coordination and collaboration. Also a topic to be discussed at this meeting is the Community Engagement Strategy for the project, which will identify the strategies to be used to engage stakeholders, disseminate information in digital and printed media, and provide diverse opportunities for participation throughout the process. This task also includes ongoing project management (client phone calls, emails, etc.) over the duration of the project.

Task 1.2: Online Engagement and Awareness Building

Given the diverse range and seasonal nature of Irvington's stakeholders (i.e. year-round vs. summer or weekend residents), we believe an important early step in the survey process is to establish awareness of the project and the ability to participate regardless of physical location. Thus, we propose to start with an online "ideas wall," using the Social Pinpoint platform as linked to the Town's website, which will allow the public to share their ideas and priorities for the Town over a period of about two months. Participants have the ability to post their ideas as well as see others' and react to them. We have found this visioning exercise to be highly effective as a quick and easy way to offer opinions, learn about the overall project, and brainstorm about specific ideas. Ideally, participants in the idea wall will also complete one or more of the formal surveys to be prepared in Task 1.3, but even if they choose not to, the qualitative input is valuable. Initial responses can also be helpful in crafting questions for the formal surveys. In addition to the preparation of the online tool itself, this task incorporates coordination with the Town on measures to publicize the online engagement and drive people to the site.

Task 1.3: Survey Preparation and Release

In this task, we will work closely with the Planning Commission to craft two distinct surveys, designed to elicit responses from key stakeholder groups. The first survey, the Community Survey, will be targeted to Town residents (both year-round and part-time) and

will be available in both paper and online format. A paper copy of the survey will be sent to each Irvington household (to be filled out by all residents 16 or over), which residents can choose either to fill out manually or online (Survey Monkey) via a unique household code. The questions will be a mixture of issue-based and demographic questions, multiple choice or open-ended, both to understand residents' concerns as well as who the survey takers are in terms of age, race/ethnicity, year-round residency, household income, and years lived in the Town. We will work closely with the Planning Commission to craft questions that appropriately target the issues of importance to Irvington, with language that avoids bias or leading questions, to ensure high-quality results.

A second survey, the Merchants Survey will be an online survey geared to local business owners. We will coordinate with the Lancaster by the Bay Chamber of Commerce and the Irvington Virginia Business Association to obtain contact information for circulation to Irvington business owners. We find that hearing from this important stakeholder group is a critical aspect in understanding the local business environment, and municipal actions that might improve that environment.

Finally, to learn more about what visitors to Irvington like about the Town and where they see the need for improvement, we will reach out to representatives of the Steamboat Era Museum, the Tides Inn, the Hope and Glory Inn, the Dog and Oyster Vineyard, and other local partners to compile a picture of what these organizations have heard from their visitors. While qualitative, we think this is an important data point for Irvington to consider in its future planning, as visitors can shed light on what the community does well and where it needs to improve.

All surveys will be anonymous and will be open during a 4-6 week period. We will coordinate with Town staff to publicize the availability of surveys to ensure a broad and robust response. Publicity tools that we have used in the past include mailers, posters, e-mail blasts, website updates, and information on other

municipal communications (e.g. local tax bills). We assume that the Town will cover the cost of mailings.

Task 1.4: Survey Results, Analysis, and Report

BFJ will compile the results of the survey into a short summary report, which can be presented to the Town as well as publicly shared. This report will provide the actual survey results (using charts, tables, and other visual representations), as well as key takeaways to guide the Comprehensive Plan update. For online surveys, Survey Monkey generates basic analysis, while for hard copy surveys, BFJ staff will complete the appropriate data entry needed to compile and analyze results.

Phase 2: Comprehensive Plan Update

Task 2.1: Review of Prior Plans and Studies

In this task, BFJ Team will review the 2019 Comprehensive Plan and other relevant policies, plans, and guidelines from the Town or Lancaster County. We will also review additional completed and ongoing plans undertaken by various Town departments and will obtain from Town staff additional background information, such as GIS data, prior applications, feasibility reports, etc. This review will help to establish a planning and policy baseline and identify development patterns to consider for Irvington's future.

Task 2.2: Data and Trend Analysis

BFJ will collect a range of qualitative and quantitative information gathered from research; mapping analysis; discussions with Town staff heads; and state, regional, and national data sources and best practices. This analysis will help to develop a complete picture of where Irvington is today, how it has evolved since the 2019 plan, and where it is headed. The analysis will cover the following areas, which will serve as the basis for updates to the Comprehensive Plan:

- Socioeconomic conditions and trends
- Land use and zoning
- Natural resources, open space, and sustainability

- Housing and neighborhoods
- Economic development
- Transportation and Mobility
- Community Facilities and Resources
- Historic and Cultural Resources
- Infrastructure

Task 2.3: Public Workshop: Community Vision, Strengths, and Weaknesses

In this task, BFJ will conduct a virtual public workshop where we will present the results of the surveys from Phase 1 and the existing conditions analysis, with a discussion of the key themes, issues, and opportunities that emerged from these data. As part of this session and depending on the number of participants, we can also conduct small virtual breakout groups for more in-depth discussion. The intent of this workshop is to work with the public to establish a clear picture of the vision that is coming from the community (and whether it differs from the vision of the 2019 plan) as well as Irvington's strengths and weaknesses that should be addressed in long-term planning. After the session, we will produce a written report that summarizes the presentation and the public feedback provided.

Task 2.4: Comprehensive Plan Updates

Based on the work undertaken in Tasks 2.1 through 2.3 above, BFJ will complete a first-draft update of the Comprehensive Plan. We anticipate using the framework of the existing 2019 plan, as its structure and much of the content appears to remain relevant. As with the 2019 document, each chapter will summarize existing conditions and provide key takeaways for consideration. One area where we anticipate more significant changes is in graphics; we hope to incorporate additional maps, photos, and other graphics to help "tell the story" of Irvington.

Task 2.5: Future Land Use Plan, Zoning, and Implementation

In this task, BFJ will build on the various inputs received throughout the planning process to develop specific planning recommendations that address the issues identified. Many of the recommendations are likely to involve land use and zoning. Thus, we will prepare a Future Land Use Map, which will graphically illustrate the Plan's recommendations, including potential land use changes that will require zoning map revisions. Other recommendations may include park and infrastructure improvements, economic development programs or policies, or transportation improvements.

The full range of recommendations will be summarized at the end of the Plan in an Action Agenda that organizes them by priority, timeframe (short-, medium-, and long-term), responsible party, order-of-magnitude cost, and potential funding source.

Task 2.6: Public Review of Planning Strategies

This task will provide the public with an opportunity to review the plan's major recommendations, over a period of about a month and at their own convenience. Using the Social Pinpoint platform, we will create interactive content (including mapping, as appropriate) to allow users to make comments on the broad range of the plan's recommendations. As with Task 1.2, this task incorporates coordination with the Town on measures to publicize the opportunity to review draft strategies.

Task 2.7: Final Draft Plan and Public Hearing

Based on the public comments and coordination with the Town, BFJ will compile the work of Tasks 2.5 and 2.6 into a full draft plan for consideration by the Planning Commission and the Town Council. We will present the draft plan at a joint public hearing of these bodies, in compliance with Chapter 22 of Title 15.2 of the Code of Virginia.

Task 2.8: Revisions and Plan Adoption

After the public hearing, BFJ will make any necessary changes to the plan, as directed by the Town Council and Town staff. We will then produce a Final Plan for adoption by the Town Council.

Task 3.4: Revisions and Ordinance Adoption

After the public hearing, BFJ will make any necessary changes to the ordinance, as directed by the Town Council and Town staff. We will then produce a Final Ordinance for adoption by the Town Council.

Phase 3: Zoning Code Update

Task 3.1: Review of Zoning Recommendations from Comprehensive Plan

We will begin Phase 3 with a review (including mapping as necessary) of all zoning recommendations contained in the Comprehensive Plan update. It should be noted that, if BFJ were the consultant who updated the Comprehensive Plan, this task will likely be shortened considerably, or eliminated, as we will have just completed the plan and will have a deep knowledge of its recommendations.

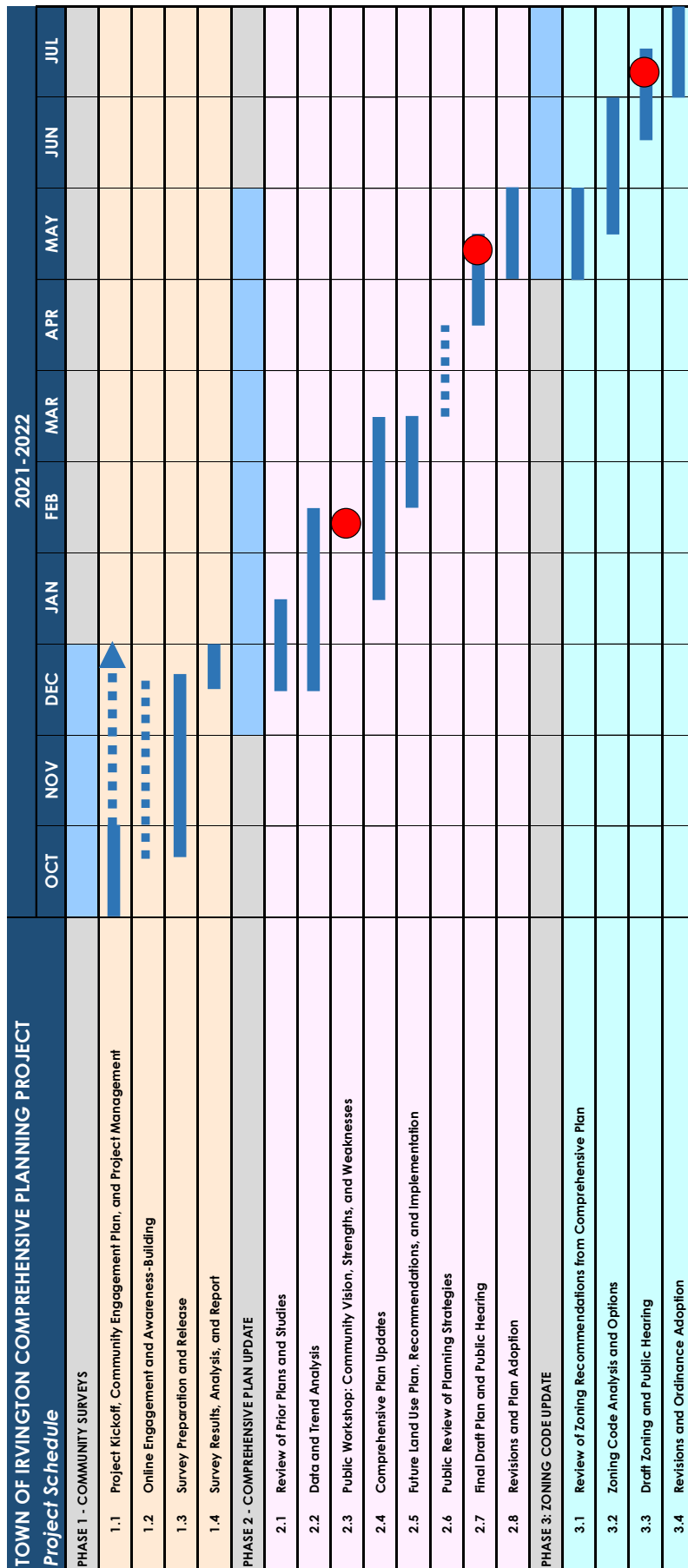
Task 3.2: Zoning Code Analysis and Options

We will work with Town staff to assess the current zoning maps and regulations. If necessary, our analysis will also incorporate legal opinions from a qualified Virginia land use attorney, as we understand that the Town Attorney has limited availability to assist with this project. Based on this work, BFJ will refine the zoning approach and share drafts of changes for discussion with the Planning Commission. We anticipate meeting virtually with the Commission twice during this phase to develop a consensus on the draft zoning. However, depending on the complexity of the proposed revisions, both meetings may not be necessary.

Task 3.3: Draft Zoning and Public Hearing

Based on coordination with the Planning Commission and Town staff, BFJ will prepare a full set of zoning code revisions for consideration by the Planning Commission and the Town Council. We will present the proposed revisions at a joint public hearing of these bodies, in compliance with State statute.

PROJECT SCHEDULE



Planning Commission Meetings (7)*

* The number and specific timing of meetings is subject to discussion with the Town.

COST



COST

Irvington Comprehensive Planning Project Proposed Budget

	Budget by Task	Phase Total
PHASE 1 - COMMUNITY SURVEYS		\$ 16,000
1.1 Project Kickoff, Community Engagement Strategy, and Project Management	\$ 3,000	
1.2 Online Engagement, Surveys, and Awareness-Building	\$ 3,500	
1.3 Survey Preparation and Release	\$ 6,500	
1.4 Survey Results, Analysis, and Report	\$ 3,000	
PHASE 2 - COMPREHENSIVE PLAN UPDATE		\$ 33,000
2.1 Review Prior Plans and Studies	\$ 1,000	
2.2 Data and Trend Analysis	\$ 10,000	
2.3 Public Workshop: Community Vision, Strengths, and Weaknesses	\$ 2,500	
2.4 Comprehensive Plan Updates	\$ 5,000	
2.5 Future Land Use Plan, Recommendations, and Implementation	\$ 4,000	
2.6 Public Review of Planning Strategies	\$ 3,500	
2.7 Final Draft Plan and Public Hearing	\$ 4,500	
2.8 Revisions and Plan Adoption	\$ 2,500	
PHASE 3 - ZONING CODE UPDATE		\$ 16,000
3.1 Review of Zoning Recommendations from Comprehensive Plan	\$ 1,000	
3.2 Zoning Code Analysis and Options	\$ 7,000	
3.2 Draft Zoning and Public Hearing	\$ 5,500	
3.3 Revisions and Ordinance Adoption	\$ 2,500	
<i>Planning Commission Meetings (7)</i>	\$ 5,000	
TOTAL		\$ 65,000