Introduction

Getting Ready for the NR Future

"The lesson of the past generation is that meaningful commercial development in New Rochelle depends on three factors, all of which must be present at the same time. Think of them as three legs of a stool:

The first leg: A good economy, nationally and regionally, that provides enough fuel for investment. The second leg: A good plan, that fosters both growth and preservation, and that hits the sweet spot between what we want and what the market will actually build. And the third leg: Good leadership, that takes hard choices head on, works through the inevitable labor pains of change, inspires public trust, and gives investors the confidence to take risks.

When all three of those things come together, there’s no stopping us. And they are coming together today."

From remarks of Mayor Noam Bramson
State of the City
March 24, 2015

New Rochelle Action Plan

On May 30, 2014, the City of New Rochelle issued a Request for Qualifications (RFQ), which sought responses by qualified and eligible organizations to develop plans, implement strategies and ultimately develop and redevelop the Downtown, including certain Municipal Properties located within identified Redevelopment Clusters. The City sought a Master Developer to work with the Municipality in close partnership early in the planning process to refine development concepts, test market assumptions, obtain regulatory approvals, secure financing and successfully implement a multi-stage development program for the Redevelopment Clusters. On July 31, 2014, RDRXR responded to the RFQ with a submission that fully addressed the requirements set forth in the RFQ and contemplated a “comprehensive approach to a connected downtown”, including the areas described as the downtown core area and the downtown edge districts area (subareas of the Redevelopment Clusters). After review by the City, RDRXR was designated as the most qualified respondent, with the City determining that its response fully complied with the requirements of the RFQ and was superior to any other submission, and that RDRXR has the requisite experience and financial capacity for the implementation of the Project. On October 7, 2014, by Resolution No. 149, the City Council of the City of New Rochelle unanimously selected RDRXR as the Master Developer for the Redevelopment Clusters, and authorized the City Manager to negotiate a Master Developer agreement (MDA) with RDRXR for presentation to the City Council for its consideration and approval. The MDA was executed on December 15th, 2014 pursuant to one of the requirements of the agreement, RDRXR worked with the City and the community to co-create the Recommended Action Plan (RAP).

This Recommended Action Plan builds on all of the existing and past planning efforts undertaken by the city relating to the downtown area with the goal of erecting a vibrant, ethnically and culturally diverse community. The RAP includes an analysis of the results of the previous and newly conducted Planning Studies, a report and analysis of stakeholder input and community input received through the Crowdsourced Placemaking (CSPM) process, and recommendations for necessary zoning code amendments. The City should be applauded for its proactive initiatives and its partnership in the co-creation of the RAP.

Timeline

<table>
<thead>
<tr>
<th>RFQ</th>
<th>MDA</th>
<th>RAP</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

We welcome you as a participant on a journey detailing the unyielding commitment of the residents of New Rochelle, as well as the Elected Officials and Staff of the City of New Rochelle, to a new New Rochelle Future!
The City of New Rochelle established the following real estate development goals and objectives for the Redevelopment Clusters as part of its efforts relating to “the creation of an active, mixed-use district with convenient, safe and pleasant access to the New Rochelle Transportation Center, which would incorporate the development of economically diverse high quality housing, modern retail, commercial, office, hotel space and civic uses, integrated with a well-designed pedestrian friendly streetscape, complemented by appropriately placed open and green spaces.” These project goals have been jointly embraced by the City and the RDRXR Team.

Introduction
Establishing Parameters

The guiding principles embraced by the City and RDRXR at New Rochelle Team are the following:

- **BUILD...**
  economic value for the Downtown Core

- **PROVIDE...**
  net positive tax revenue to the City

- **YIELD...**
  net positive fiscal impact to the City and its residents

- **GENERATE...**
  jobs and career opportunities for City residents and to attract additional residents

- **ENHANCE...**
  the vibrancy of the Downtown Core and create a diversity of uses

- **LEVERAGE...**
  the proximity and accessibility of the Transit Center

- **PROMOTE...**
  a mixed-use downtown setting including residential, commercial, retail, office, educational, hospitality, cultural, civic and recreational uses

- **CREATE AND ENHANCE...**
  City gateways

- **FOSTER...**
  a sense of safety and security

- **IMPROVE...**
  streetscapes and create a pedestrian friendly “walkable” environment

- **ACHIEVE...**
  the adaptive reuse of vacant buildings, where appropriate

- **ENCOURAGE...**
  the development of public facilities that are complimentary to the project

- **CREATE...**
  a sustainable development by implementing smart growth and green building design elements in an economically viable manner
Redevelopment Cluster Sites

Identified by City as Catalysts

To incentivize rapid development of the Downtown according to this Recommended Action Plan, the City has identified 37 sites totaling approximately 14.84 acres for priority investment and redevelopment. Fourteen of these sites, totaling 11.18 acres, are owned by the City and can, pursuant to the MDA, be redeveloped by RDRXR, while the remaining 23 sites are privately owned, with the Master Developer encouraged to collaborate with these property owners to create mutually agreeable development plans for the respective sites. Additionally, it is the goal of the City and Master Developer to actively encouraging development by all property owners and developers throughout the Downtown consistent with this Recommended Action Plan. The study area, outlined in light blue below, indicates the geographic scope of the downtown redevelopment efforts.
Recommended Action Plan

Consistency with Master Developer Agreement

The City of New Rochelle and RDRXR have entered into a Master Developer Agreement that establishes thirteen items that must be included in the Recommended Action Plan (RAP). To assist readers in understanding where in the RAP these items have been addressed, the table below identifies the report Section and where these items have been addressed.

<table>
<thead>
<tr>
<th>Item #</th>
<th>From Section:</th>
<th>MASTER DEVELOPER AGREEMENT REQUIREMENT FOR THE RECOMMENDED ACTION PLAN</th>
<th>SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Page 1 Whereas</td>
<td>Create a Recommended Action Plan to support the Project Goals</td>
<td>1 &amp; ALL</td>
</tr>
<tr>
<td>2</td>
<td>1.01 (a)</td>
<td>Create a Recommended Action Plan (“RAP”) for the Downtown</td>
<td>ALL</td>
</tr>
<tr>
<td>3</td>
<td>1.01 (d)</td>
<td>Establish a list of Milestone accomplishments and...memorize them into a Milestones Outline</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>1.01 (e)</td>
<td>Engage in the CSPM process including a variety of community outreach efforts to embrace the community, and involve it in the RAP process</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>1.01(f)</td>
<td>Create a Development Strategy which is consistent with the goals of the RFQ and that will be reflected in the Recommended Action Plan and the Recommended Zoning Changes</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>1.04</td>
<td>Perform or update preliminary economic and market studies to ensure the Project’s sustainability</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>1.06 (a)</td>
<td>Submit the co-created RAP to the City Council within six (6) months and thereafter make revisions as reasonably agreed to by the RDRXR Project Team and the City Project Team such that a final RAP and related SEQRA materials can be presented to City Council as soon as reasonably possible</td>
<td>6</td>
</tr>
<tr>
<td>8</td>
<td>1.06 (b)(i)</td>
<td>An analysis of the results of the Planning Studies and RDRXR Studies</td>
<td>2 &amp; 4</td>
</tr>
<tr>
<td>9</td>
<td>1.06 (b)(ii)</td>
<td>A report and analysis of stakeholder input and community input received through the CSPM process</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>1.06 (b)(ii)</td>
<td>Recommended zoning and/or regulatory changes to the City Code necessary to implement and accommodate the recommended land uses, densities and associated development parameters within the Downtown Core, which recommended changes are hereinafter collectively referred to as the Recommended Zoning Changes (“RZC”).</td>
<td>6</td>
</tr>
<tr>
<td>11</td>
<td>1.06 (b)(ii)(L)</td>
<td>Encourage expedited approvals or other incentives contemplated by the RZC; and</td>
<td>6</td>
</tr>
<tr>
<td>12</td>
<td>1.06 (b)(ii)(L)</td>
<td>Encourage parcel assemblage and joint development opportunities; and</td>
<td>6</td>
</tr>
<tr>
<td>13</td>
<td>1.06 (b)(ii)(L)</td>
<td>Encourage and allow the development and construction of an appropriate mix of uses within the Downtown Core to occur expeditiously, and wherever possible, simultaneously.</td>
<td>5 &amp; 6</td>
</tr>
</tbody>
</table>

Overview of the Downtown Redevelopment Process

This diagram outlines the process the City of New Rochelle and RDRXR are pursuing in connection with the comprehensive revitalization and redevelopment of Downtown New Rochelle.

INTRODUCTION // Recommended Action Plan
Public-Private Partnership: Best Practices for Implementation

One of the hallmarks of RDRXR's development approach is its unique philosophy that enables the organic co-creation of a shared development vision resulting from a partnership among RDRXR (as the Master Developer), its municipal partners and, most importantly, the community.

There are five key elements needed to implement sustainable, innovative and exciting development that garners broad community support.

**UNIFIED DEVELOPMENT APPROACH™ (UDA)**

In order to successfully implement mixed-use downtown revitalization, it is essential to take into account the context of an entire area, rather than seeking to improve separate small areas, possibly to the detriment of the whole. The City of New Rochelle must be thought of as an integral fabric of distinct districts, each with a unique character, but that together, work in harmony to create a true sense of place, while fostering economic development. The UDA creates a framework that engages all key stakeholders, including private property owners, to help streamline the approval and implementation processes.

**CROWDSOURCED PLACEMAKING PROGRAM (CSPM)**

Proactive and inclusive public outreach and engagement are necessary components of creating and implementing community redevelopment efforts. CSPM, a proprietary grassroots, social networking program, results in a better understanding of the local market, while simultaneously creating an upswell of support for redevelopment efforts by garnering ideas and insight from local residents, businesses and other stakeholders. This public outreach process, named by New Rochelle citizens NR Future, additionally encourages, fosters, and helps develop entrepreneurs to support local business creation and economic development.

**MARKET OPPORTUNITIES**

Utilizing specific information about New Rochelle, market and feasibility studies are prepared to evaluate the uses and amenities desired by the new development. These studies are performed by RDRXR consultant team members who advise RDRXR about feasibility of opportunities that present themselves during the revitalization effort.

**REVITALIZATION TOOLKIT**

RDRXR utilizes the best planning practices for quality downtown revitalization. The team is well versed in planning and urban design and understands how to transform a community's vision and existing context into a truly great place that drives economic development and improved quality of life.

**SEQRA & ZONING**

Once a final vision is articulated with full support from the City and community, that vision must be properly translated in entitlements and zoning.

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Diagram of RDRXR’s approach to New Rochelle’s redevelopment

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RDRXR

CITY OF NEW ROCHELLE

FORM A PUBLIC-PRIVATE PARTNERSHIP

**UNIFIED DEVELOPMENT APPROACH™ (UDA)**

RDRXR reaches out to Private Property owners, Key Community Stakeholders and Other Agencies.

**CROWDSOURCED PLACEMAKING (CSPM)**

RDRXR initiates the CSPM process of community input that New Rochelle citizens named as NR Future.

**RECOMMENDED ACTION PLAN (RAP)**

This document describes the development strategies that will achieve the goals and objectives of the Community, the City, and RDRXR for a sustainable revitalization of New Rochelle. In addition, it provides the outline of next steps to effectuate development strategies, including necessary entitlements.

**ZONING OVERLAY & SEQRA**

The proposed Recommended Zoning Changes (RZC) to create a Downtown Overlay Zone (DOZ) will be studied through the State Environmental Quality Review (SEQRA) process in a manner that will streamline the development process and implementation. This optional overlay zone would allow property owners to either develop under the existing zoning or opt-in to the new Downtown Overlay Zone.

**DEVELOPMENT PLANS & IMPLEMENTATION**

If the recommendations and strategies contained in the RAP are adopted by the City, immediate development opportunities will be created allowing development to begin.
"The City has embarked on a bold initiative leading the way for Westchester and the entire Mid-Hudson Region" - Sean McLean VP Development & Planning of Renaissance Downtowns

Executive Summary

Creating a 21st Century Downtown

This Development Strategy for Downtown New Rochelle seeks to build upon the many assets throughout the City and Downtown to create an economically vibrant and pedestrian-friendly destination for New Rochelle and the region. This strategy seeks:

- An exceptional downtown experience
- A balanced mix of uses
- An improved pedestrian experience
- A place with world-class transit choices and
- Innovative parking solutions

The Recommended Action Plan (RAP)

The following pages are excerpts and summarizations of the full Recommended Action Plan (RAP) created through the cooperative efforts of the City of New Rochelle and the Master Developer, RDRXR. This executive summary is meant to convey the most pertinent information. The RAP is the summation of seven months worth of intense engagement with the community and City leaders with the intent of providing a road map to the successful redevelopment of the downtown. The RAP contains six sections:

SECTION 1: Master Developer & The Unified Development Approach

SECTION 2: Building Upon Past Efforts & Current Efforts

SECTION 3: NR Future: Crowdsourced Placemaking Ideas for the Downtown

SECTION 4: Market Opportunities

SECTION 5: Development Strategy

SECTION 6: Recommended Zoning Changes & SEQRA

The Conclusion of this document is the recommendation to the City of New Rochelle to create a new Zoning Code: The Downtown Overlay Zone. This new zoning code will create a transparent and open investment environment and invite the rapid redevelopment of the Downtown.

The Intent of the Zoning

Section 6 of this Plan identifies the Recommended Zoning Changes necessary to realize these Development Strategies. Using Form-Based Code planning techniques that are recognized for their effectiveness in creating the planning and development framework for successful downtowns, these Recommended Zoning Changes introduce a new Downtown Overlay Zone that replaces all of the existing floating and overlay districts in the downtown. The intent of the recommended zoning includes:

- Optional code with underlying zoning remaining in place
- Density reallocation in six districts focused around Ruby Dee Park
- More flexible uses that puts greater emphasis on the form of the buildings, streets and civic spaces
- Improved standards for streetwalls & storefronts
- Base height requirement for all districts of 2 stories
- Minimum Lot Area and Street Frontage requirements for all sites
- Ability to achieve Downtown Incentive Bonuses by aggregating smaller sites to create larger more viable sites
- Maximum heights per district with Downtown Incentive Bonuses (DIBs)

Downtown Overlay Zone

The Downtown Overlay Zone (DOZ) is designed to promote rapid redevelopment of the downtown according to the best practices of downtown development by introducing a form-based code. A form-based code prioritizes the proper form and placement of buildings to support the creation of vibrant places rather than the conventional overemphasis on the control of uses. This proposed optional overlay zone will reward the aggregation of property by providing three Downtown Incentive Bonus (DIB) levels for each of the six proposed overlay zones:

- Downtown Core District (DoCo)- DO-1
- Downtown District - DO-2
- Gateway Transition District - DO-3
- River Street Commercial District - DO-4
- Wellness District - DO-5
- North of Lincoln District (NoLi)- DO-6
Executive Summary

Section 1: Master Developer RDRXR

Section 1 outlines the role and experience of RDRXR as the Master Developer and their Unified Development Approach (UDA).

RDRXR is comprised of two of the region’s most prominent real estate development companies: Renaissance Downtowns and RXR Realty, complemented by a robust team of developers and real estate and planning professionals who contribute a depth of knowledge, experience and resources that are providing the City of New Rochelle with an unmatched partner to successfully refine and implement the development vision for Downtown New Rochelle.

A Track Record of Innovation

With over $7 billion of assets encompassing 112 operating properties and 22 million square feet, along with over $10 billion in current downtown, mixed-use redevelopment activity, the members of the RDRXR team have the expertise and financial resources necessary to bring the City’s redevelopment vision to fruition. RDRXR is deeply committed to the TOD and smart growth principles embraced by the City and possesses the development and planning resources and experience to turn these principles into reality utilizing their public engagement, planning, development and financial expertise.

RDRXR’s redevelopment approach has become an international model for responsible redevelopment, as is evidenced by Renaissance Downtowns President and CEO Donald Monti’s presentation of RDRXR’s Hemplestead TOD project as a case study at the United Nations’ World Energy and Water Forum in Dubai to an audience of world leaders.

The Team emphasizes a marriage of land use, transportation and planning that is rooted within economic reality. This unique approach has elicited a shared redevelopment vision and helps to ensure project sustainability, thereby maximizing social, environmental and economic benefits.

The Unified Development Approach provides a framework that facilitates a comprehensive mixed-use redevelopment strategy that brings together community stakeholders to collectively create and implement a shared redevelopment vision and helps to ensure project sustainability, thereby maximizing social, environmental and economic benefits.
Executive Summary
Section 2: Building Upon Past and Current Efforts

Section 2 describes the history of the Downtown, previous planning studies and current initiatives that have informed this Recommended Action Plan (RAP).

A number of prior planning studies informed the creation of this Recommended Action Plan. Many recommendations put forth in this RAP are based upon these studies’ findings and recommendations. These studies, depicted below, include:

- Comprehensive Plan - 1995
- Ongoing Comprehensive Plan Update Process - 2015
- Transit Oriented Development Smart Growth Study - 2014
- GreeNR New Rochelle Sustainability Plan - 2011
- Traffic Circulation and Gateways to the City’s Downtown - 2014
- New Rochelle North Avenue Corridor Study - 2008
- North Avenue Corridor Study Update Report - 2015
- Alternative Futures for New Rochelle - 2014
- Mid-Hudson Region Economic Development Council Strategic Plan - 2011
Executive Summary

Section 3: Crowdsourced Placemaking (CSPM)

Crowdsourced Placemaking provides more than public engagement. It creates a community of local residents and stakeholders who are active participants in the planning and implementation of the development vision, including population segments that are often left out of, or do not feel invited into, the public process. The process helps the Master Developer and the City to best meet the needs of its residents today and into the future, with a focus on arts, culture, the innovation sector, and the retention of the millennial generation, young professionals and retirees in the City of New Rochelle. Since March, over 1,300 registered users have contributed to the NR Future community site.

Overview of CSPM in New Rochelle

- 1,300+ Members
- 11 Community Meetups
- 28 Meetings with Community Members/Leaders/City Officials
- 12 Group Events/Meetings
- 87 Ideas Posted

How CSPM Works

Utilizing both in-person meetings and internet-based tools, the patent pending CSPM process allows community members to upload and ‘Like’ ideas, uses, retail concepts, types of commercial/retail tenants and amenities they want to see within a redevelopment plan. CSPM participants are able to utilize online forums, and web-based and paper voting applications to create tremendous support for a redevelopment vision that the community wishes to see move forward. Additionally, the CSPM process encourages, fosters, and helps develop entrepreneurs to support local business creation and economic development.

CROWDSOURCED PLACEMAKING PROCESS

1. Seed Inspiring Ideas
2. Identify Top Ideas
3. Analyze Feasibility of Top Ideas
4. Implement the Ideas

NR Future has continually worked with residents to identify the most popular ideas through in-person outreach and online social media. Below are the ten most popular ideas of the 82 non-residential community chosen ideas. At least thirty have already been integrated into the development strategies outlined in Section 5.
Executive Summary
Section 4: Market Opportunities

Section 4 describes the retail, office and residential market opportunities in the Downtown. To best understand the commercially viable uses that should be considered under SEQR in the New Rochelle Downtown, RDRXR commissioned market related studies from nationally-recognized experts. These studies informed the recommendations detailed in Sections 5 and 6 of this document. RDRXR uses these studies to determine which uses are likely to have sufficient market demand necessary to be viable and attract investment. The following tables summarize the results of the market studies and highlight what RDRXR’s experts believe with proper zoning and other policies in place, to be the potential market opportunities.

Market Opportunities for Retail & Service

<table>
<thead>
<tr>
<th>Sales Capture</th>
<th>Est. Sales / SF</th>
<th>Potential SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clothing and Shoes</td>
<td>$25,051,000</td>
<td>$410</td>
</tr>
<tr>
<td>Food and Drinking Places</td>
<td>$46,168,000</td>
<td>$580</td>
</tr>
<tr>
<td>Furniture and Home Furnishings</td>
<td>$10,824,000</td>
<td>$410</td>
</tr>
<tr>
<td>Electronics and Appliances</td>
<td>$27,400,000</td>
<td>$400</td>
</tr>
<tr>
<td>Health and Personal Care</td>
<td>$19,360,000</td>
<td>$400</td>
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<th>Sales Capture</th>
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<td>Building Materials and Garden Supply</td>
<td>$27,400,000</td>
<td>$400</td>
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<td>Health and Personal Care</td>
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<td>$600</td>
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<td>Food and Drinking Places</td>
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<td>$410</td>
</tr>
</tbody>
</table>

Source: ClUe Group

Market Opportunities for Job Creation

- Artisan Production
- Assisted Living
- Entertainment
- Hotel
- Office

**MARKET OPPORTUNITIES ARE DETAILED IN GREATER DEPTH IN SECTION 4**

### Market Opportunities for Job Creation

**Office**

Assisted living

Artisan Production

Hotel

**Need for Rental Housing**

A Target Market Analysis conducted by Zimmerman Volk Associates found that there is a demand over the next ten years for 5,500 “multi-family dwelling units.” This analysis examined households likely to move into the downtown study area over the ten year period. The study determined an annual target market potential of over 2,000 households, of which 600-700 could be captured annually. The target market consists primarily of two demographic groups: Empty Nesters & Retirees and Younger Singles & Couples in the City of New Rochelle (Primary Draw Area), Westchester County (Local Draw Area), Fairfield County (Regional Draw Area), and the United States (National Draw Area). The study recommends a mix of unit types including “open lofts” in low rise buildings, “soft lofts” in mid rise buildings, and “upscale apartments” in high rise buildings, a very large percentage of which would be studios and one-bedroom apartments.

### Market Opportunities for Residential Options

**Unit Type**

- **Open Lofts (Liner Units/Low-Rise)**
  - Avg. Unit Size: 550 sf
  - Number: 1,500
- **Soft Lofts (Mid-Rise)**
  - Avg. Unit Size: 705 sf
  - Number: 2,850
- **Upscale Apartments (High-Rise)**
  - Avg. Unit Size: 840 sf
  - Number: 684

### Executive Summary

**Section 4: Market Opportunities**

Section 4 describes the retail, office and residential market opportunities in the Downtown. To best understand the commercially viable uses that should be considered under SEQR in the New Rochelle Downtown, RDRXR commissioned market related studies from nationally-recognized experts. These studies informed the recommendations detailed in Sections 5 and 6 of this document. RDRXR uses these studies to determine which uses are likely to have sufficient market demand necessary to be viable and attract investment. The following tables summarize the results of the market studies and highlight what RDRXR’s experts believe with proper zoning and other policies in place, to be the potential market opportunities.

**Market Opportunities for Retail & Service**

- **Clothing and Shoes**
  - Sales Capture: $25,051,000
  - Est. Sales / SF: $410
  - Potential SF: 61,100

- **Food and Drinking Places**
  - Sales Capture: $46,168,000
  - Est. Sales / SF: $580
  - Potential SF: 79,600

- **Furniture and Home Furnishings**
  - Sales Capture: $10,824,000
  - Est. Sales / SF: $410
  - Potential SF: 26,400

- **Electronics and Appliances**
  - Sales Capture: $27,400,000
  - Est. Sales / SF: $400
  - Potential SF: 68,500

- **Health and Personal Care**
  - Sales Capture: $19,360,000
  - Est. Sales / SF: $400
  - Potential SF: 48,400

**Source:** ClUe Group

**Market Opportunities for Job Creation**

- **Office**
- **Assisted Living**
- **Artisan Production**
- **Hotel**
- **Need for Rental Housing**

A Target Market Analysis conducted by Zimmerman Volk Associates found that there is a demand over the next ten years for 5,500 “multi-family dwelling units.” This analysis examined households likely to move into the downtown study area over the ten year period. The study determined an annual target market potential of over 2,000 households, of which 600-700 could be captured annually. The target market consists primarily of two demographic groups: Empty Nesters & Retirees and Younger Singles & Couples in the City of New Rochelle (Primary Draw Area), Westchester County (Local Draw Area), Fairfield County (Regional Draw Area), and the United States (National Draw Area). The study recommends a mix of unit types including “open lofts” in low rise buildings, “soft lofts” in mid rise buildings, and “upscale apartments” in high rise buildings, a very large percentage of which would be studios and one-bedroom apartments.

**Market Opportunities for Residential Options**

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  - **Open Lofts (Liner Units/Low-Rise)**
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    - Avg. Unit Size: 705 sf
    - Number: 2,850
  - **Upscale Apartments (High-Rise)**
    - Avg. Unit Size: 840 sf
    - Number: 684

**Source:** Zimmerman Volk Associates
Encourage Aggregation Through Downtown Incentive Bonuses

Where property owners or developers can assemble larger sites by aggregating sites of greater lot area and street frontage, they can qualify for one of three Downtown Incentive Bonus levels that permit increasingly higher building heights:

- DOZ Base Requirement
- Downtown Incentive Bonus 1
- Downtown Incentive Bonus 2

Applicants can realize one of these three DIB levels offering greater density, improved parking standards and greater flexibility of uses, in exchange for complying with the urban design standards to improve the civic and economic vitality of the Downtown.

Community Benefit Bonuses

This plan recommends additional Community Benefit Bonuses to entice developers to exceed the maximum heights regulated in the Downtown Incentive Bonuses by offering additional height and development rights in exchange for providing Community Benefits from a prescribed list of items within that Overlay Zone. The items outlined on the table on the next page will be finalized through significant communication with the public through the Crowdsourced Placemaking efforts detailed in Section 3 of this document as well as input from business and civic leaders and the staff and elected officials of the City of New Rochelle. This preliminary list of bonuses could help developers gain up to a 20% height bonus above the building height proscribed in the DOZ development category that the development qualifies. The total bonus amount will be measured by an associated point system giving more densities to items demonstrated to have greater public benefit either through popularity, difficulty or need.

Enhance the Community Through a Comprehensive Community Benefits Program

Input from the community has indicated significant interest in ensuring that as many jobs generated by the development as possible go to local residents of New Rochelle, particularly the city’s disadvantaged. It is, therefore, recommended that the City launch a new comprehensive job training and placement program in connection with the development. RDRXR would recommend that the City procure a not-for-profit, mission-driven partner to administer the program through a competitive process via the issuance of a Request For Proposals (RFP). The program would be designed to provide local residents with the skills that they need to secure employment and then would work to place those trained in the program in jobs created throughout the development process, as well as in other employment opportunities found in New Rochelle. Through this program, New Rochelle would not only ensure that its citizens are well-positioned to take advantage of the economic activity to be generated by development, but would also signal to the marketplace a commitment to providing prospective employers with a well-trained workforce – an important attraction tool. Funding for the program could be covered by fees generated by development in the downtown and elsewhere in the City.

In addition to the foregoing, RDRXR’s Recommended Action Plan also provides a number of other community benefits. For example, as described in the Community Benefits Bonus section, the overlay zone will provide developers with additional floor area at development sites as an incentive for them to create public goods, including arts and cultural space, community facility space, and public open space, as well as to preserve historic structures in the downtown. More information about the Bonus is provided on the chart on the previous page.

Transportation, Infrastructure & Connectivity Initiatives

To incentivize the coordinated and rapid development of Downtown this Recommended Action Plan calls for a series of Transportation, Infrastructure and Connectivity initiatives that will complement the proposed Development Strategy and Recommended Zoning Changes. The proposed initiatives include:

**DOWNTOWN TRANSIT CONNECTIVITY STRATEGY:**

Initiate a downtown circulator transit service to connect downtown destinations, major employers, civic centers, downtown retail & restaurants, the transit center and adjacent neighborhoods.

**PEDESTRIAN CONNECTIVITY STRATEGY:**

By promoting stronger pedestrian connections to the transit center, enhanced sidewalks, improved streetscapes, mid-block pedestrian ways, improved crosswalks, better pedestrian-oriented street lighting Downtown New Rochelle can reduce its dependence on automobiles and create a more cohesive and desirable destination.

**ENERGY CONSERVATION STRATEGY**

By building upon the groundbreaking work of the GreeNR Sustainability Plan and applying these sustainability strategies throughout the downtown, this Energy Conservation Strategy can achieve many of the City’s greenhouse gas reduction, water reduction, energy conservation and alternative energy production goals.

**PARKING MANAGEMENT STRATEGY**

To better utilize available parking resources and establish parking standards and strategies most appropriate for Downtown New Rochelle this plan calls for an innovative parking management plan including:

- Parking Standards Appropriate for the Downtown and Transit-Oriented Areas
- Shared Parking Policies
- Car Share Program
- Ride Share Program
- Attendant/ Valet Parking
- Bike Share/Rental Program
- An intercept Parking Facility Plan

**Economic Development Initiatives**

To incentivize the rapid and simultaneous investment in Downtown New Rochelle across multiple sites and multiple uses, this Recommended Action Plan calls for four programs that will work in concert with the proposed Recommended Zoning Changes. The proposed programs include:

**BUSINESS PLAN COMPETITION:**

Initiate a business plan competition with two rounds of competition for start-ups, retailers and cultural organizations where finalists get business plan aid and winners get seed capital.

**RACE TO THE TOP:**

A time-limited Industrial Development Authoriy benefit program, freezing property taxes at or above pre-development levels, with a cap on total use of this incentive and greater benefits for early movers.

**MARKETING CAMPAIGN:**

Create a coordinated marketing campaign to build upon the North Star branding work highlighting the theme: “only in New Rochelle.”

**BEST OF WESTCHESTER:**

Launch a business attraction campaign targeting “top of class” businesses and organization from Westchester County to relocate to Downtown New Rochelle.

**CONNECTIVITY INITIATIVES**

To better utilize available parking resources and establish parking standards and strategies most appropriate for Downtown New Rochelle this plan calls for an innovative parking management plan including:

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Executive Summary

Sections 5 & 6: Downtown Districts & Form Standards

District Form Standards

The Downtown Overlay Zone identifies six downtown districts in the downtown study area where the Recommended Action Plan calls for an option of overlay based on that which permits the highest densities in the Downtown Core District with decreasing densities for those districts further away from the Downtown Core. The table at the right outlines the proposed requirements for each district as well as two levels of higher density that can be achieved through a combination of large lot areas and greater lot frontage. The proposed Downtown Overlay Zone also will offer additional density bonuses of up to 20% front bonus for the Downtown Incentive Bonus for those applicants that provide certain public benefits outlined on pages 214 to 250.

Proposed Downtown Overlay Form Based Code Development Rules Summary

<table>
<thead>
<tr>
<th>Downtown District</th>
<th>DO-1</th>
<th>DO-2</th>
<th>DO-3</th>
<th>DO-4</th>
<th>DO-5</th>
<th>DO-6</th>
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<td>4 Stories Max</td>
<td>3 Stories Max</td>
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</tr>
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<td>0</td>
</tr>
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</table>

REASONS FOR PROPOSED DOWNTOWN DISTRICT FORM STANDARDS

- Enhance downtown facilities with walk and bike facilities and public transit oriented development.
- Promote more balanced land use, mixed-use buildings, pedestrian friendly streets and an active civic realm.
- Enhance multi-modal transportation and parking options at the Train Station to encourage walkability.
- Achieve a Boyer Bazaar look with a commercial/retail core.
- Promote a connection to the South Farm area for assimilation.
- Promote more hotel dwellings to include social rental units.
- Increase public open space and pedestrian streets.
- Promote mixed-use buildings to employ local craftspeople.
- Create a vibrant Train Station as the Gateway to New Rochelle.
- Revitalize downtown civic plaza.
- Enhance access to New York City and other regional centers.
- Promote downtown circulator transit investments.
- Encourage roadway reconfigurations to improve traffic flow and add on-street parking.
- Encourage office, medical office and research & development uses.
- Promote Main St. & North Ave. retail to include more national retailers.
- Encourage mixed-use buildings to employ local craftspeople.
- Create an entertainment and civic center near Montefiore Hospital and nearby transit service.
- Enhance multi-modal transportation and parking options at the Train Station to encourage walkability.
- Achieve a Boyer Bazaar look with a commercial/retail core.
- Promote a connection to the South Farm area for assimilation.
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- Encourage roadway reconfigurations to improve traffic flow and add on-street parking.
Executive Summary

Downtown Core (DoCo) - DO-1

The Downtown Core will create a regional destination for New Rochelle. The true urban center with architecturally significant buildings rising up to 48 stories will create unparalleled vibrancy with shopping, dining, civic events and downtown living in the Downtown Core that will inform the world that New Rochelle is open for business! The heart and soul of New Rochelle’s Downtown, DoCo provides an opportunity to create a true live, work, play downtown.

DoCo is the most vibrant downtown neighborhood, located within a few blocks from the New Rochelle Transit Center and Main Street. By utilizing best practices for placemaking strategies and leveraging adjacency to the busy Transit Center, this district should support the greatest variety of uses, promoting a range of residential, retail, hospitality, cultural and entertainment use. As suggested by the NR Future community, this area should become the Downtown Cultural, Retail & Entertainment hub for the City.

**STRATEGY LOCATIONS**

- Train Station as City Gateway
- Multi-modal Transit Center Improvements
- Connecting the Downtown Core & Transit Center
- Improve street level commerce at existing garages
- Activate Ruby Dee Park
- Library: An Asset to the Downtown
- Increase through-block pedestrian connectivity
- Provide environment to attract world class retailers
- History Adds Character

**COMMUNITY-DRIVEN PLACEMAKING IDEAS**

- Enhance the New Rochelle skyline with tall and architecturally significant buildings
- Promote Lawton Street as a regionally significant shopping destination
- Create a vibrant train station offering as the Gateway to New Rochelle
- Enhance multimodal transportation & parking opportunities at the Transit Center
- Create a unique live-work-play experience surrounding Ruby Dee Park
- Increase through-block pedestrian connectivity
- Create economic value by redeveloping underutilized sites and performing walkability repair

**(DO-1) REVITALIZATION STRATEGIES**

- Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.

**(DO-1) MARKET-DRIVEN ECONOMIC DEVELOPMENT OPPORTUNITIES**

- Hotel
- Clothing/Shoes
- Office
- Food & Beverage Stores
- Entertainment/Recreation
- Books/Music/Sports
- Dining/Drinking
- Residential

**A POTENTIAL BUILD-OUT DEVELOPMENT SCENARIO**

| RESIDENTIAL (UNITS) | 1,500 |
| RETAIL (SF) | 200,000 |
| OFFICE (SF) | 250,000 |
| OTHER COMMERCIAL/INSTITUTIONAL/CULTURAL USES (SF) | 395,000 |

**LEGEND**

- - - - - Study Area Boundary
- - District Boundary
- 1/4 mile radius (5 min walk)
Executive Summary
Downtown District - DO-2

The New Rochelle skyline will be enhanced by a range of 12 to 28 story mixed-use buildings. The larger footprint sites in this district provide an excellent opportunity for larger national retailers. Anderson, Church, Division & Huguenot Streets provide transformative opportunities for office, retail and residential anchors that can add much needed activity to support the growth of downtown business activity. A viable downtown requires a critical mass of population at night and during the day to patronize shops and restaurants. DO-2 provides the greatest opportunity for a significant mix of uses, enhancing the downtown ecosystem.

Strategy Locations
- Promote Main St. & North Ave. retailing
- Activate Anderson St. Plaza & retail
- Incentivize New Roc City street retail
- Pursue Garden Street Innovation Triangle Commercial
- Convert one-way to two-way streets
- Create North Ave. Gateway
- Increase Pedestrian Connectivity
- Celebrate the Arts in the Downtown West Arts District

Strategy Locations
- Study Area Boundary
- District Boundary
- 1/4 mile radius (5 min walk)
- Convert One-Way to Two-Way Streets
- Improved Pedestrian Ways

DO-2 Revitalization Strategies

16. Promote Main St. & North Ave. retail to include more small format and large format national retailers to create greater opportunities for all businesses in the downtown.
17. Activate Anderson Street plaza with a multi-purpose civic space, retail event space.
18. Incentivize new investment in New Roc City to improve its connectivity to street level pedestrian & retail activity.
19. Pursue building medical office & bioscience or other commercial space at the Garden Street Innovation Triangle.
20. Convert one-way portions of Main and Huguenot Streets to two-way.
21. Create a welcoming gateway experience with buildings, signage and landscaping at Garden St. / North Ave.
22. Increase mid-block pedestrian connectivity to connect civic places, commercial destinations & parking facilities.
23. Celebrate the Arts in the Downtown West Arts District

DO-2 Market-Driver Economic Development Opportunities

- Office
- Clothing / Shoes
- Hotel
- Food & Beverage Stores
- Entertainment / Recreation
- Electronics / Appliances
- Health / Personal Care
- Books / Music / Sports
- Dining / Drinking
- Assisted Living
- General Merchandising
- Residential

Community-Driven Placemaking Ideas

- Provide a range of market rate & attainably priced residential options in walking distance from Downtown Center.
- Promote pop-up retailing to encourage entrepreneurship.
- Allow increased density to support commercial vitality and satisfy desire to live in walking distance to where the "action" is.
- Regulate street frontages to require or encourage storefronts & entrances facing major commercial streets.
- Create safer streets by increasing street enclosure, providing on-street parking, visible crosswalks with pedestrian refuge islands.
- Parking should be screened and placed in the back whenever possible.
- Buildings should occupy most of the frontage to avoid "missing teeth."

A Potential Build-Out Development Scenario
Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.

<table>
<thead>
<tr>
<th>RESIDENTIAL (UNITS)</th>
<th>RETAIL (SF)</th>
<th>OFFICE (SF)</th>
<th>OTHER COMMERCIAL / INSTITUTIONAL / CULTURAL USES (SF)</th>
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<tbody>
<tr>
<td>2,900</td>
<td>360,000</td>
<td>475,000</td>
<td>887,000</td>
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</table>
Executive Summary
Gateway Transition Area - DO-3
Promoting Artisan Workshops, Higher Education and a Live-Work Community

With high visibility to those arriving from New Rochelle's western entrance from I-95 and US1, the Gateway Transition Area offers excellent opportunities for artisan production, higher education, institutional employment, commercial and light industrial uses. This area could also offer affordable space for entrepreneurs and small artisan workshops, employees of which would be looking to live and work in close proximity to the emerging Downtown West Arts District. The buildings in this district will typically be between 2 and 5 stories, however with the maximum bonuses, a few large sites could reach as high as 10 to 12 stories.

(DO-3) MARKET-DRIVEN ECONOMIC DEVELOPMENT OPPORTUNITIES

<table>
<thead>
<tr>
<th>Office</th>
<th>Food &amp; Beverage Stores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entertainment / Recreation</td>
<td>Furniture / Home Furnishings</td>
</tr>
<tr>
<td>Artisan Production</td>
<td>Electronics / Appliances</td>
</tr>
<tr>
<td>Dining / Drinking</td>
<td>Assisted Living</td>
</tr>
<tr>
<td>Building Materials / Garden Supply</td>
<td>Residential</td>
</tr>
</tbody>
</table>

COMMUNITY-DRIVEN PLACEMAKING IDEAS

- Encourage redevelopment of larger industrial blocks into artisan production / mixed-use buildings to enhance employment of local craftspeople.
- Enhance sidewalks, streetscapes and introduce mid block pedestrian ways to encourage walkability in the downtown.
- Extend existing street grid to create greater connectivity in the downtown.
- Enhance the existing western gateway by placing buildings adjacent to and surrounding the main & Huguenot Triangle civic plaza.
- Build a Green Parking Facility at the Maple Ave Lot & provide car share parking, electric vehicle & downtown bus recharging.
- Leverage Monroe College & the College of New Rochelle as education & employment anchors for the downtown.
- Convert Main & Huguenot streets from one-way to two-way traffic to promote pedestrian safety and commerce.

A POTENTIAL BUILD-OUT DEVELOPMENT SCENARIO
Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.

<table>
<thead>
<tr>
<th>RESIDENTIAL (UNITS)</th>
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<tbody>
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<td>RETAIL (SF)</td>
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<td>OFFICE (SF)</td>
<td>200,000</td>
</tr>
<tr>
<td>OTHER COMMERCIAL/ INSTITUTIONAL/ CULTURAL (SF)</td>
<td>835,500</td>
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</tbody>
</table>
Executive Summary
River Street Commercial District - DO-4
Creating a Regional Retail Anchor Destination

The East End is poised to capture both waterfront living and recreation uses; it could also house retail anchor uses that are so critical to a vibrant and relevant downtown. The East End offers superb access to I-95 and Westchester County’s regional retail customers. With the conversion of River Street and Cedar Street to two way traffic and updated zoning to incentivize multi-story medium and large size office & retail anchors, New Rochelle could capture a much greater portion of the office market and offer more reasons to come to downtown New Rochelle. The buildings in this district will typically be between 2 and 5 stories, however with the maximum bonuses, a few large sites could reach as high as 10 to 12 stories.

Infill development should encourage office, service and medium to large format retail uses.

With easy access to I-95, mixed use commercial sites are encouraged to front on streets and place parking at the rear.

On larger sites, major retailers with structured parking should be encouraged in multi-story buildings to complement existing retail and hotel uses in the area.

Encourage reinvestment in residential buildings to promote affordable downtown living alternatives for those who want to live near employment, transit and downtown amenities.

Encourage office, medical office and research & development uses to complement nearby educational & hospital uses.

Encourage indoor recreation & fitness uses.

A POTENTIAL BUILD-OUT DEVELOPMENT SCENARIO
Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.

| Study Area Boundary | District Boundary | 1/4 mile radius (5 min walk) |

| Strategy Locations |
- Multi-story retail near I-95
- Retail, service & restaurants near the Echo Bay waterfront
- Educational & institutional uses near Monroe College
- Limit building height north of Huguenot St.

| Legend |
- Office
- Clothing / Shoes
- Artisan Production
- Food & Beverage Stores
- Dining / Drinking
- Furniture / Home Furnishings
- General Merchandising
- Electronics / Appliances
- Building Materials / Garden Supply

| (DO-4) Revitalization Strategies |
- Encourage redevelopment of sites for multi-story commercial uses along Cedar and River Streets to build upon superb access to I-95 and the regional customer base.
- Encourage retail, service and restaurant uses to complement the nearby Echo Bay waterfront redevelopment efforts.
- Encourage educational & institutional uses including student living and educational employment opportunities.
- Limit building height north of Huguenot St. to up to six stories to respect neighborhood character.

| (DO-4) Market-Driven Economic Development Opportunities |

| Community-Driven Placemaking Ideas |
- Global Market
- Walkable Downtown Culture
- Clothes

34 EXECUTIVE SUMMARY // Section 5

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Executive Summary

Wellness District - DO-5

The gateway to Uptown at North and Lockwood Avenues

By promoting connections to nearby Montefiore Hospital and excellent access to public transportation, this area can become the medical office, mixed-use and wellness services district, serving as an important gateway to New Rochelle’s North End neighborhoods. The goal for the District is to build upon the North Avenue Corridor Studies and TOD Study by identifying a wide range of placemaking, transportation enhancement, revitalization and neighborhood preservation strategies. The buildings in this district will typically be between 2 and 5 stories, however with the maximum bonuses, a few large sites could reach as high as 10 to 12 stories.

DO-5

North Avenue offers opportunities for mixed-use residential buildings over retail to serve those seeking an active lifestyle and easy access to downtown and medical campus employers.

(Do-5) Revitalization Strategies

- Create a medical and health care services district while promoting connectivity to Montefiore Hospital and nearby transit service.
- Encourage roadway reconfigurations to improve traffic flow and add on-street parking on North Avenue & shift significant portions of the traffic to Memorial Boulevard.
- Encourage multifamily residences in close proximity to transit, downtown and Montefiore Hospital.
- Promote additional pedestrian ways connecting this district to the Downtown and adjacent neighborhoods.
- Promote downtown circulator transit investments to connect this district to the Downtown Core.

(Do-5) Market-Driven Economic Development Opportunities

- Office
- Clothing/Shoes
- Health/Personal Care
- Food & Beverage Stores
- Dining/Drinking
- Assisted Living
- Residential

A Potential Build-Out Development Scenario

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<table>
<thead>
<tr>
<th>Category</th>
<th>Units</th>
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<tbody>
<tr>
<td>Residential (Units)</td>
<td>250</td>
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<tr>
<td>Retail (SF)</td>
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<tr>
<td>Office (SF)</td>
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</tr>
<tr>
<td>Other Commercial/Institutional/Cultural (SF)</td>
<td>672,000</td>
<td></td>
</tr>
</tbody>
</table>
The North of Lincoln District is detailed in greater depth in Section 5 & 6

By leveraging this area’s civic anchors - the Court House, City Hall and Police Department Headquarters - as well as its close proximity to Iona College, this district should utilize its large parking lots at City Hall for evening uses such as restaurants. Build off of the emerging co-working space and attract the creative class and freelance professionals to continue to grow the daytime population. The buildings in this district will typically be between 2 and 4 stories, however with the maximum bonuses, a large site could reach as high as 6 stories.

**Development Strategy**

**North of Lincoln District (NoLi) - DO-6**

*The Heart of Uptown*

*Encourage restaurant, retail & incubator office near civic anchors*  
*Promote downtown circulator electric shuttle to connect to Downtown*  
*Encourage shared parking and redevelopment of surface parking lots and underutilized sites for commercial uses*

**Strategy Locations**

- Encourage restaurant, retail & incubator office near civic anchors
- Promote downtown circulator electric shuttle to connect to Downtown
- Encourage shared parking and redevelopment of surface parking lots and underutilized sites for commercial uses

**EXECUTIVE SUMMARY**

This district should encourage active ground floor uses with transparent windows and upper stories with windows to provide “eyes on the street” safety.

Buildings should be at least two stories in this district to create a sense of enclosure.

**COMMUNITY-DRIVEN PLACEMAKING IDEAS**

**DO-6 REVITALIZATION STRATEGIES**

1. Encourage restaurant, retail & incubator office to complement the municipal and civic anchor uses to maximize evening use of large existing public parking lots.
2. Promote downtown circulator transit investments to connect this district to the Downtown.
3. Encourage redevelopment of surface parking lots and underutilized sites for commercial uses.

**DO-5 MARKET-DRIVEN ECONOMIC DEVELOPMENT OPPORTUNITIES**

- Office
- Food & Beverage Stores
- Artisan Production
- Assisted Living
- Residential
- Dining / Drinking

**A POTENTIAL BUILD-OUT DEVELOPMENT SCENARIO**

Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.

<table>
<thead>
<tr>
<th><strong>Residential (Units)</strong></th>
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<tr>
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<tr>
<td><strong>Office (SF)</strong></td>
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<tr>
<td><strong>Other Commercial/Institutional/Cultural (SF)</strong></td>
<td>213,000</td>
</tr>
</tbody>
</table>
Executive Summary

Section 6: Recommended Zoning Changes & SEQRA

Section 6 outlines three steps for the City to encourage significant institutional investment in the Downtown sought by the community. These recommendations have been designed to achieve the goals set forth in the Master Developer Agreement that are documented throughout the previous chapters of this book. These recommendations have been produced by combining the significant knowledge, input and data collected by RDXRR in partnership with the City of New Rochelle with best-in-class planning principles and significant private development experience.

STEP 1: EXISTING CHALLENGES

Acknowledge the Challenges to Significant Growth & Economic Development

- Existing zoning permits in excess of 16 Million SF of development
- Existing development process is subjective and fraught with risk
- Investors seek a more streamlined and predictable development & approval process

Based upon these challenges, this Recommended Action Plan calls for the creation of one easy to comprehend As-of-Right Overlay Zone for the Downtown Study Area.

STEP 2: SEQRA

Perform a State Environmental Quality Review (SEQR) Generic Environmental Impact Statement for the entire Downtown Study Area

This Generic Environmental Impact Statement (GEIS) study should include recommendations and studies for:

- Proposed Zoning
- Commercial and Residential Market
- Traffic Improvements & Impacts
- Parking
- Schools
- Sewer
- Water
- Stormwater

The SEQRA process will look at the impact of the New Development Program on the foregoing, proposing mitigants for significant negative impacts. The new development program to be studied is similar in size and scale to the existing Zoning in downtown. However, because the city is pursuing a master development strategy, rather than site-by-site development as in the past, the EIS that will be considered by the City Council relating to the proposed zoning will look comprehensively at the impact of the entire new development program. By doing this work up-front, the EIS will clear significant hurdles for the investment & development communities.

STEP 3: DOWNTOWN OVERLAY ZONE

Create an Optional Downtown Overlay Zone

Adopt a Form Based Code to realize placemaking goals and incentivize development around strategic centers & corridors

The recommended Form Based Code is guided by community goals, centered around five core placemaking principles and realized by applying specific implementation tools recognized as essential building blocks for creating a vibrant downtown. Key provisions will include:

- As mentioned previously, other than the changes below, the underlying zoning provisions will remain in place for those who do not opt into the new overlay (page 201)
- Districts and Building Form Standards to ensure appropriate placement of buildings & height. (page 202)
- Regulating Plan to focus development around key centers, streets & pedestrian ways. (page 210)
- Downtown Incentive and Community Benefit Bonuses that establish incentives to develop and provide important public benefits. (page 204-206)
- A Permitted Uses Table offering flexibility to match the market. (page 212-213)
- Parking Standards to utilize the existing Central Parking Area Overlay (page 214)
- Urban Design, Storefront & Civic standards (page 216-219)

Proposed Changes to Existing Zoning

Replace the Downtown Density Bonus, NB Transit Oriented Floating District and West Downtown Business Floating District with the Downtown Overlay Zone.

This new Overlay Zone is intended to replace the existing overlays including the Downtown Density Bonus, NB Transit-Oriented and West Downtown Business Districts. By doing this, land use decisions will no longer be subjective and open to political uncertainty. Developers who choose to take advantage of the new Overlay will have an as-of-right condition and apply directly to the Planning Board to determine consistency with the new
<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTRODUCTION &amp; EXECUTIVE SUMMARY</strong></td>
<td>2-11</td>
<td>14-41</td>
</tr>
<tr>
<td><strong>SECTION 1</strong></td>
<td>46-49</td>
<td>50-51</td>
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<tr>
<td><strong>SECTION 2</strong></td>
<td>54-59</td>
<td>60-63</td>
</tr>
<tr>
<td><strong>SECTION 4</strong></td>
<td>112-113</td>
<td>114-117</td>
</tr>
</tbody>
</table>
SECTION 1: MASTER DEVELOPER & THE UNIFIED DEVELOPMENT APPROACH™ (UDA)

UNIFIED DEVELOPMENT APPROACH™ (UDA)

Crowdsourced Placemaking (CSPM) + Market Opportunities + Revitalization Toolkit & Strategies + SEORA & Zoning = IMPLEMENTATION
Master Developer

RDRXR

RDRXR is the leading Master Developer of Transit-Oriented Downtowns in the New York Metro area.

RDRXR is comprised of two of the region’s most prominent real estate development companies: Renaissance Downtowns and RXR Realty, complemented by a robust team of developers and real estate and planning professionals who contribute a depth of knowledge, experience and resources that will provide the City of New Rochelle with an unmatched partner to successfully refine and implement a development vision for Downtown New Rochelle.

A Track Record of Innovation

With over $7 billion of assets encompassing 112 operating properties and 22 million square feet, along with over $10 billion in current downtown, mixed-use redevelopment activity, members of the RDRXR team have the expertise and financial resources necessary to bring the City’s redevelopment vision to fruition. RDRXR is deeply committed to the TOD and smart growth principles embraced by the City and possesses the development and planning resources and experience to turn these principles into reality utilizing their public engagement, planning, development and financial expertise.

RDRXR’s redevelopment approach has become an international model for responsible redevelopment, as is evidenced by Renaissance Downtowns President and CEO Donald Monti’s presentation of the Hempstead TOD as a case study at the United Nations’ World Energy and Water Forum in Dubai to an audience of world leaders.

The Team emphasizes the marriage of land use and transportation, in addition to planning that is rooted within economic reality. Renaissance Downtowns has been asked to speak in front of the Southern California Association of Governments (SCAG), whose members are interested in learning more about how to successfully plan and implement transformative mixed-use, transit-oriented development throughout the Southern California region.

Renaissance Downtowns

Renaissance Downtowns is the branded leader in the comprehensive and holistic redevelopment of transit oriented downtowns. Led by Donald Monti, the Renaissance Team has over 35 years of development experience with 80+ completed projects. Renaissance adheres to a “Triple Bottom Line” development approach centered on social, environmental and economic responsibility that includes significant public engagement throughout the planning and development process. Hallmarks of the Renaissance approach are the Company’s ability to work within sensitive community contexts and its proven success at establishing collaborative relationships within those communities, as well as successfully navigating the complexities associated with Public-Private Partnership structures.

RDRXR team members are thought-leaders in the fields of urban revitalization, transit-oriented development and economic development; participate as Council Members for the Urban Land Institute, members of the Real Estate Roundtable, Steering Committee and Policy members of LOCUS (a coalition of real estate developers & investors); they are active participants in the Congress for New Urbanism (CNU), and other leading industry organizations.

RXR Realty

RXR is a vertically integrated, private real estate company with expertise in investment management, property management, development, design, construction, leasing and financing. RXR is focused on the Tri-State Area, where it is one of the largest owners, managers and developers in the region, with interests in over $7 billion in assets, comprised of 112 operating properties containing approximately 22 million square feet. The recent addition of Seth Pinsky (former President of the NYC Economic Development Corporation under Mayor Michael Bloomberg) provides a wealth of additional experience within Public-Private Partnership structures and understanding of financial structuring to the firm’s formidable experience.
**Selected Renaissance Downtowns Projects**

Hempstead, Long Island represents one of the County’s most exciting transit oriented redevelopments and will serve as a model for the holistic and comprehensive redevelopment of suburban downtowns for the entire nation.

The ethnically diverse Hempstead community is located in the geographic center of Nassau County and anchored by exceptional transit, including one of the nation’s largest suburban bus hubs, along with a Long Island Rail Road station. The Village of Hempstead downtown redevelopment will epitomize smart growth, triple bottom line friendly redevelopment. The project will provide mixed-income residential options that meet the needs of the young workforce on Long Island, which seeks an amenity-driven, transit oriented walkable setting that provides live, work, learn, shop and play options.

A number of innovative methodologies were employed during the redevelopment efforts, including Renaissance’s community-centric Crowdsourced Placemaking program and the adoption of an opt-in, Form Based overlay zone that is one of the most progressive in the nation. A key component of the zoning is the inclusion of Community Benefits Policies, to ensure local job creation both during construction and on a permanent basis.

The Town of Huntington sought a Master Developer with experience in visioning and community outreach within sensitive communities. Renaissance’s Crowdsourced Placemaking program provided the perfect platform to implement a transformative vision for the Station area, having formally signed their Master Developer Agreement in 2012.

In a year’s time, Renaissance garnered enough public support to receive a 5-0, bi-partisan approval for its Development Strategy. Renaissance has already held a very well received Grand Opening for its community informational office and subsequent events, including the first annual Huntington Station Street Festival in 2013, the largest ever for the community. At the Street Festival, it was estimated that over 8,000 participants enjoyed a renewed sense of hope for their downtown.

The “Source the Station” crowdsourcing community has been a driving force that has provided momentum to this regionally significant project. This emphasis on community input and participation has been critical in garnering ongoing, bipartisan support for the revitalization. The Source the Station community has also provided significant market insight, leading to the decision to commence with a Hotel as part of the early phases of construction.

**Selected RXR Projects**

In December 2010, RXR purchased and redeveloped 1330 Avenue of the Americas, demonstrating its capabilities to meet the needs of discerning Class A office users in the financial capital of the world, Manhattan, NY. Located between 53rd and 54th Streets, the redevelopment of this 534,222 square foot trophy property offers yet another example of RXR’s ability to compete in the world’s most competitive markets and meet the needs of a range of Class A tenants.

RXR developed and constructed 68 South Service Road a project, consisting of 2-4 story buildings totaling 585,000 square feet at a total cost of $119.1 million. Citigroup, a tenant in several other owned properties, executed a 203,000 sf lease prior to the completion of the 68 South Service Road property in Melville, NY.

RXR acquired this 19 story, 2.3 million square foot first class office building for $920 million ($413/sf). The Starrett-Lehigh Building is located in the West Chelsea district of Manhattan. It is the largest and most prominent building in West Chelsea and is home to many global leaders in media, design, the arts and technology.

The Ritz-Carlton Residences, Inner Harbor, Baltimore offer a gracious waterfront lifestyle in a gated community, nestled between the greenscape of Federal Hill and the serenity of the beautiful Inner Harbor, providing an ideal balance of neighborhood charm and downtown convenience.

The spacious one-to-three bedroom homes vary from 1,600 square feet to more than 5,000 square feet. Many residences feature private elevators, balconies and terraces with generous ceiling heights, solid wood-paneled entry doors, and crown molding. The Residences feature an effortless lifestyle with an array of amenities and services.

RXR acquired this 19 story, 2.3 million square foot first class office building for $920 million ($413/sf). The Starrett-Lehigh Building is located in the West Chelsea district of Manhattan. It is the largest and most prominent building in West Chelsea and is home to many global leaders in media, design, the arts and technology.
The Unified Development Approach (UDA) provides a framework that facilitates a comprehensive mixed-use redevelopment strategy that brings together community stakeholders to collectively create and implement a shared redevelopment vision and helps to ensure project sustainability, thereby maximizing social, environmental and economic benefits.

PARTNER WITH MUNICIPALITY

Through a Public-Private Partnership between the Master Developer and the City of New Rochelle, a collaborative framework is created that takes into account past and ongoing planning efforts of the City while providing a clear path toward implementation. This Partnership then builds upon the extensive planning and public engagement efforts already completed by the City.

RDRXR has coordinated with the City of New Rochelle throughout the process through regular meetings with City officials and employees. This strong working relationship has informed the planning effort every step of the way.

RDRXR utilizes a collaborative approach to maximize property values for PPO’s by either partnering with them or helping to create a path for them to redevelop on their own. This partnership approach streamlines the land assemblage process by providing economic incentives that encourage property owners to collaborate in the overall Master Development process.

ENGAGE KEY COMMUNITY STAKEHOLDERS

Meaningful public outreach and engagement are essential to creating a vision that will gain the support of the municipality and community alike. By utilizing the proprietary (patent pending) Crowdsourced Placemaking program, RDRXR not only helps co-create a shared final development vision, but also spurs entrepreneurial activity and the inclusion of members of the public (i.e. artists and young professionals) who are often left out of traditional outreach programs.

RDRXR has been very active in working with key community stakeholders as well as the general community at large. RDRXR has involved residents, business owners and nonprofit organizations through its Crowdsourced Placemaking program.

ENGAGE OTHER AGENCIES

The involvement of agencies is critical in ensuring community connectivity and sustainable development. As such, transit agencies will be included in the visioning process to ensure a positive outcome and buy-in from all parties.

Creating Opportunities for Local Contracting, Employment and Construction Jobs

One of the key aspects of the UDA is the creation of a Community Benefits Agreement (CBA) to ensure that the primary beneficiaries of economic development will be local residents and businesses. RDRXR will look to participate in a CBA with the City to ensure that local job seekers and companies are first at the table in regard to career and contracting opportunities that will arise from these redevelopment efforts.

The best way to accomplish these goals is to create provisions for the CBA within the new zoning code that apply not only to municipal parcels, but privately owned land that may be redeveloped under this new zone. The CBA would prioritize:

- Construction Jobs for Local Residents
- Contracting Jobs for Local Companies
- Permanent Jobs for Local Residents
SECTION 2: BUILDING UPON PAST & CURRENT EFFORTS
New Rochelle was settled in the 17th century by French Huguenots fleeing religious persecution who named the community “New Rochelle” after La Rochelle, their home city in France. In 1689, Jacob Leisler (depicted in statue on right) purchased 6,100 acres of land from John Pell, lord of Pelham Manor, with the purpose of establishing a Huguenot community to whom he donated a third of the land. By 1698, the settlement contained a population of 231 residents, a number that increased to approximately 400 over the next thirty years. At the time, New Rochelle was little more than farmland, and remained that way for some time. Even as late as 1776, over a century after the community’s initial settlement, the area remained predominately rural. George Washington, passing through the region on campaign during the American Revolution, remarked “...these places are not regularly laid out, they are scarcely to be distinguished from the immediate farms which are very close together.”

Settlement and Origins
1600-1800

Early Growth and Incorporation
1800-1900

The technological advances of the 19th century ushered in a new era for New Rochelle. The steamboat fostered resort and vacation destinations on the waterfront for wealthy tourists, while the railroad spurred a burgeoning business district. Starn’s Glen Island, a large resort and theme park complex, attracted thousands of daily visitors throughout the late 1800s. By 1860 the recently incorporated Town of New Rochelle had grown to nearly 4,000 residents and by 1900, the Town and encapsulated Village neighborhood were developed. Both communities have survived to the present day and now make up a historic district.

"Commute with me, my Love, and be merry; How vain in the City to dwell When apple-trees blow in Dobbs’ Ferry And lilacs adorn New Rochelle!" - Arthur Guiterman

The early 20th century saw an explosive boom in the city’s population as it grew from 14,720 in 1900 to 54,000 in 1930. Resort developments on the Long Island Sound and burgeoning suburban neighborhoods, along with a bustling downtown, made New Rochelle one of the wealthiest and most significant cities in the region. The Glen Island Casino, on the site of the former Starn’s Glen Island, was an immensely popular place for music, entertainment and nightlife.

Golden Years at the Turn of the Century
1900-1940

Suburbanization in the Postwar Era
1940-1960

Postwar suburbanization brought on yet another transformation in the community. Advances in transportation and construction, public policies such as the GI bill and the Federal-Aid Highway Act of 1956, and the mass return of WWII veterans led to rapid suburbanization throughout the country, particularly in the NY metropolitan area. A boom in residential construction did away with the last vestiges of the City’s rural heritage while leading to another explosion in population. By 1960, the City had grown to nearly 77,000 residents.

“Only forty-five minutes from Broadway. Think of the changes it brings; For the short time it takes, What a difference it makes in the ways of the people and things” - George M. Cohan-45 Minutes from Broadway

"The population customarily gathered in great numbers either out of doors for parades, public concerts, fish fries, political picnics, social outings, or indoors in meeting halls, vaudeville theatres, operas, ballrooms. There seemed to be no entertainment that did not involve great swarms of people. Trains and steamers and trolleys moved them from one place to another. That was the style, that was the way people lived." - E.L. Doctrow- Ragtime
1954-1966

The construction of the New England Thruway, the New Rochelle Mall and subsequent urban renewal projects led to disinvestment and decline in the downtown area in the ensuing years. This, coupled with a downturn in the resort and tourism industry, contributed to a population loss of nearly 10,000 people between 1960 and 1990. The above images depict the changes in the downtown brought on by these projects in just 12 years. Entire blocks of downtown in 1954 were cleared out by 1966. The displacement of residents and businesses in these areas led to a major population loss within the downtown itself.

1960-1990

Recent years have witnessed a resurgent interest in the central city. New Roc City was built on the site of the defunct New Rochelle Mall in 1999 and a number of large-scale apartment and condominium developments were completed in the 2000s. Revitalization efforts throughout the 1990s and 2000s have paved the way for redevelopment of the downtown.

"When Nature, seeking upon men to cast a magic spell, She looked the world around - and then She fashioned New Rochelle." - James J. Montague - Queen City on the Sound

1990-Present

Ongoing Efforts for Revitalization

Historic Landmarks

Map provided by the New Rochelle Downtown Business Improvement District (BID)
As rail travel improved, a new breed of worker came into being: the commuter. By the 1880s, many of the new residents of Rochelle Park were walking from their fine homes to the New Rochelle train station each morning, to board a train bound for New York City and their place of work. By the turn of the 20th century, the trip took less than an hour, as immortalized by George M. Cohan’s hit musical 45 Minutes from Broadway, which he wrote after visiting New Rochelle by train in 1905. (Courtesy of Barry Fertel.)

A commuter walking to the train station from the entrance to Rochelle Park would have strolled by a number of side streets, beginning with Rochelle Place and, soon after, Lockwood Avenue. In this postcard, the trolley has just crossed Mechanic Street and continues to travel west. It would be another decade before the Pershing Square (Kaufman Building) would rise. The block of buildings on the right is now the site of Library Green.

Bicycle patrols to protect downtown and the summer crowds in Hudson Park were key to the police department until the motorcycles and patrol cars made them obsolete by 1925. Those watching the parade photographed in the 1920s assumed they were watching the last uniformed police on bicycles. Bicycle patrols to protect downtown and the summer crowds in Hudson Park were key to the police department until the motorcycles and patrol cars made them obsolete by 1925. Those watching the parade photographed in the 1920s assumed they were watching the last uniformed police on bicycles.

Main Street in the 1930s and 1940s was “loaded with shoe stores,” longtime residents recall. In another view of the same stretch, looking west, the officer is directing traffic near the former City Hall at the corner of Mechanic Street (now Memorial Highway).

A bird’s-eye view from the north side of Main Street captures the thoroughfare before the turn of the 20th century. At the beginning of the block near Centre Avenue, Ferguson has the awning. The original Ware’s store was next door, the elaborate building in the middle of the pictured block.

Standing under the canopy of the Edward Lambden Building on the northeast corner of Division Street, the photographer captured the Joseph Lambden Building and the Arcade Building (with the striped awning), across the street. The three brick-and-stucco buildings are still very much a part of downtown today.

The massive columns of the Masonic lodge, which was designed to be one of the largest and most monumental in downtown, can be seen on the right, at the corner of LeCount Place. The flag in front of the former City Hall is waving in the background.

Images / Text Courtesy of Barbara Davis (Images of America: New Rochelle & Postcard History Series: New Rochelle)
New Rochelle
Local Conditions

**New Rochelle AT A GLANCE (2013):**

**POPULATION:**
- Population: 77,820
- Over 18: 57,603
- Over 65: 11,378
- K-12 Students: 14,727
- Median Age: 38.4
- Total Households: 30,014
- Avg. Household Size: 2.59

**INCOME:**
- Median Household Income: $67,094
- Mean Household Income: $110,026
- Per Capita Income: $40,705
- Poverty Rate: 12.4%

**HOUSING:**
- Housing Units: 30,024
- Median Home Value: $559,100
- Median Rent: $1,304
- Vacancy Rate: 6%

**EMPLOYMENT:**
- Population Employed: 36,456
- Unemployment Rate: 5.5%
- Jobs Located In New Rochelle: 23,426
- Average Commute Time (Minutes): 30.1

**EDUCATION:**
- High School Degree: 83.5%
- Bachelor’s Degree: 40.9%
- Master’s Degree: 20.9%

**New Rochelle Regional Context**
New Rochelle’s unique location enables it to leverage a number of unparalleled assets including:

- A 9.3 mile waterfront along the Long Island Sound.
- New Haven Line, the busiest in the entire country (125,000 weekday boardings).
- Easy access to New York City.
- Proximity to multiple employment centers including Stamford, Yonkers, White Plains and Manhattan.
- Inclusion in one of the most affluent counties in the country.
- Vicinity of multiple scenic and historically significant locations and communities.

**LOCAL ACTIVITY CENTERS**

<table>
<thead>
<tr>
<th>DISTANCE (MILES)</th>
<th>2010 POPULATION</th>
<th>EMPLOYMENT</th>
<th>RETAIL STORES</th>
<th>RESTAURANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Rochelle</td>
<td>0</td>
<td>77,062</td>
<td>23,426</td>
<td>105</td>
</tr>
<tr>
<td>Pelham</td>
<td>1.9</td>
<td>12,396</td>
<td>3,130</td>
<td>63</td>
</tr>
<tr>
<td>Mount Vernon</td>
<td>3.5</td>
<td>67,292</td>
<td>21,015</td>
<td>389</td>
</tr>
<tr>
<td>Bronxville</td>
<td>4.1</td>
<td>6,323</td>
<td>4,146</td>
<td>72</td>
</tr>
<tr>
<td>Scarsdale</td>
<td>7.6</td>
<td>17,166</td>
<td>4,611</td>
<td>91</td>
</tr>
<tr>
<td>Yonkers</td>
<td>7.9</td>
<td>195,976</td>
<td>53,418</td>
<td>1,052</td>
</tr>
<tr>
<td>Larchmont</td>
<td>2.1</td>
<td>5,864</td>
<td>2,700</td>
<td>102</td>
</tr>
<tr>
<td>Mamaroneck</td>
<td>3.9</td>
<td>29,156</td>
<td>7,613</td>
<td>183</td>
</tr>
<tr>
<td>Harrison</td>
<td>5.9</td>
<td>27,472</td>
<td>21,913</td>
<td>143</td>
</tr>
<tr>
<td>Rye</td>
<td>7.5</td>
<td>15,720</td>
<td>8,046</td>
<td>111</td>
</tr>
<tr>
<td>Port Chester</td>
<td>9.7</td>
<td>29,410</td>
<td>6,766</td>
<td>235</td>
</tr>
<tr>
<td>White Plains</td>
<td>10.4</td>
<td>56,853</td>
<td>49,649</td>
<td>527</td>
</tr>
</tbody>
</table>
New Rochelle is a city of many neighborhoods. From suburban neighborhoods in the North to the urban fabric of downtown, New Rochelle’s neighborhoods cover a wide range of character. Downtown and the surrounding neighborhoods stand out particularly in contrast to the rest of the city, as over 5,000 residents live within a 5 minute walk of the heart of downtown. Over 17,000 live within 10 minutes and nearly 32,000 people, close to half of the city’s population, live within 15 minutes of the center of downtown, an area representing less than a fifth of the city’s total land area. Downtown itself contains almost 17,000 residents at a density of around 21,565 people per square mile. The adjacent neighborhoods range in density from 1,523 people per square mile in the Echo Bay neighborhood to 29,596 people per square mile in the West End neighborhood.
New Rochelle’s population by age and sex. Currently, the largest age cohorts include 15-24 year old and 45-54 year old. This suggests that the dominant age groups over the next generation will be 25-34 and 65-74 years old. These cohorts are associated with young professionals and empty nesters, respectively, demographic segments that have exhibited particularly strong preferences for downtown environments.

This table displays the breakdown of householders by age. This chart shows the percentage of householders in rental units for each age group. Younger age cohorts are predominately made up of rental households, while older cohorts tend progressively more to owner households.

This map depicts population density throughout the City of New Rochelle. Visibly, population is concentrated in the southern portion of the City, particularly around the downtown area. Approximately 40% of the population resides south of the New England Thruway, on a fraction of the city’s land area.

This table depicts New Rochelle’s population growth compared to that of New York State and the United States as a whole. While New Rochelle has greatly outpaced the state and nation in growth in the early part of the 20th century, recent decades have seen the City lagging behind.

This chart shows the distribution of households for each age group broken down into renters and owners. Householdership is highest in the middle age cohorts and drops significantly in either direction.

This chart shows the percentage of householders in rental units for each age group. Younger age cohorts are predominately made up of rental households, while older cohorts tend progressively more to owner households. This map shows the median age of residents throughout the city. Given the growing tendencies of Millennials to prefer an urban downtown living environment, these populations will be critically important to downtown redevelopment efforts.
**Commuting**

This map depicts the percentage of residents who use public transportation to get to work. Residents in and around downtown leverage the community’s transit assets in large proportion. However, much of the City is clearly auto dependent.

This map depicts the average number of vehicles owned by households in New Rochelle. As one can see, the northern, more suburban neighborhoods have very high rates of vehicle ownership, indicating a strong dependence on automobiles for everyday travel. Neighborhoods in and around the downtown, have much lower rates, indicating a better ability to get around with alternate modes of transportation.

The chart to the left depicts the modal split, or breakdown of means of transportation to work, for the City as a whole. The majority of residents commute to work by car, mostly alone. A smaller but significant share of the population use public transportation. Walking and biking represent only a fraction of commuters’ mode of choice.

**Housing**

This map displays the density of dwelling units across the City. As one can see, most of New Rochelle consists of low density housing of less than 2 units per acre. Medium and high density housing can be found in and around the downtown area.

This map displays the tenure breakdown throughout the City. Darker colors, indicating a higher percentage of rental units, can be found throughout the city, but are concentrated in southern New Rochelle.

This table depicts the breakdown of housing units based on the number of bedrooms. The table indicates a stark lack of studio (no bedroom) units that are increasingly attractive to the millennial generation.

This table depicts the breakdown of the City’s housing stock based on the number of units in the structure. The vast majority of dwelling units are located either in single family homes or larger (20 or more units) buildings. This indicates a lack of housing options in between these two extremes.
**Income & Employment**

This map depicts household income across New Rochelle. Incomes are highest in the suburban neighborhoods. This indicates that downtown is not attracting the high earning households who currently choose to live in the suburbs instead.

The chart above depicts the industries in which New Rochelle residents are employed. As the chart indicates, a large number of residents are employed in "white collar" industries. However, there is a significant variety in the industries represented.

**Jobs & Businesses**

This map shows the concentration of jobs throughout the City. The primary cluster of jobs is located in the downtown area and the surrounding neighborhoods. Moving outwards from downtown, the number of jobs diminishes. The suburban neighborhoods outside of downtown’s immediate vicinity have the lowest concentration of jobs. This data indicates that downtown is logically the center of the City’s economic activity. This is an important base for further economic development.

This graph displays the most popular workplaces of New Rochelle residents. New York City is the clear leader, with nearly 12,000 residents commuting to New York City each day for work. Over 5,000 residents work within the city of New Rochelle itself. Towns and cities in Westchester and Western Connecticut make up most of the balance.
Land Use and Zoning

Existing Conditions

Land Use and Zoning Strategies are critical to the revitalization of downtown New Rochelle. Policies that encourage active street frontages, pedestrian activity, a connected street network, transit access, public spaces, mixed use development and a concentration of density where appropriate should be aggressively pursued. Sections 5 (Development Strategy) and 6 (Recommended Zoning Changes & SEQRA) detail these strategies in greater depth.
This table depicts a calculation of the total build out potential of parcels in the study area for each zoning district under present zoning. This analysis accounts for setbacks, Floor Area Ratio, Lot Coverage, Building Height and Parking requirements codified in the zoning code to determine how many square feet of development are permitted. The analysis also applies the maximum additional density allowed under the existing Downtown Density Bonus (DDB) overlay district, the NB-Transit Oriented floating district and the West Downtown Business floating district. The result is a yield of nearly 12 million square feet of development without the bonus density and over 16 million square feet with the DDB and other bonuses.

<table>
<thead>
<tr>
<th>ZONE</th>
<th>TOTAL LOT SF</th>
<th>PERMITTED SF</th>
<th>PERMITTED SF WITH BONUSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-1M</td>
<td>949,989</td>
<td>546,452</td>
<td>546,452</td>
</tr>
<tr>
<td>DB</td>
<td>2,077,973</td>
<td>2,662,045</td>
<td>4,736,815</td>
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<tr>
<td>DMU</td>
<td>951,122</td>
<td>2,450,059</td>
<td>3,538,159</td>
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<tr>
<td>DMUR</td>
<td>641,198</td>
<td>2,210,689</td>
<td>3,879,312</td>
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<td>H</td>
<td>126,959</td>
<td>210,848</td>
<td>210,848</td>
</tr>
<tr>
<td>LI</td>
<td>762,820</td>
<td>422,288</td>
<td>422,288</td>
</tr>
<tr>
<td>MUFEB</td>
<td>489,468</td>
<td>969,116</td>
<td>969,116</td>
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<td>NA</td>
<td>1,147,621</td>
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<td>NB</td>
<td>618,289</td>
<td>169,729</td>
<td>259,687</td>
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<td>RMF-0.4</td>
<td>297,598</td>
<td>98,878</td>
<td>98,878</td>
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<tr>
<td>RMF-0.5</td>
<td>297,349</td>
<td>98,817</td>
<td>98,817</td>
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<td>RMF-0.7</td>
<td>362,224</td>
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<td>RMF-1.3</td>
<td>197,742</td>
<td>167,094</td>
<td>167,061</td>
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<tr>
<td>RMF-SC 4.0</td>
<td>44,756</td>
<td>93,362</td>
<td>93,362</td>
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<tr>
<td>RMSC-4</td>
<td>82,097</td>
<td>156,004</td>
<td>156,004</td>
</tr>
<tr>
<td><strong>TOTAL BUILD OUT POTENTIAL UNDER PRESENT ZONING</strong></td>
<td><strong>11,483,773</strong></td>
<td><strong>16,405,192</strong></td>
<td><strong>16,405,192</strong></td>
</tr>
</tbody>
</table>
Table of Existing Parking Standards

The existing parking standards defined in Article XIV of the zoning ordinance establish minimum requirements for off-street parking and loading throughout the City. The table below highlights the off-street parking standards as well as those standards designated in the Central Parking Area overlay zone for sites in close proximity to parking and transit options.

<table>
<thead>
<tr>
<th>USE</th>
<th>OFF-STREET PARKING STANDARD</th>
<th>CENTRAL PARKING AREA (CPA) STANDARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>MULTIFAMILY DWELLING</td>
<td>1 SF/dwelling unit plus .25 per bedroom</td>
<td>1.00/dwelling unit</td>
</tr>
<tr>
<td>ACCESSORY TO MULTIFAMILY RESIDENTIAL DEVELOPMENT</td>
<td>1 per 1,000 SF of GFA</td>
<td></td>
</tr>
<tr>
<td>BANK</td>
<td>1 per 200 square feet of GFA (5/1000 SF GFA), plus 2 per automated teller machine and/or, plus 1 queuing spaces per drive-up window</td>
<td></td>
</tr>
<tr>
<td>BAR, CABARET AND NIGHTCLUB</td>
<td>1 per 3 seats or 1 per 100 (10 per 1000) SF of GFA, whichever is greater</td>
<td></td>
</tr>
<tr>
<td>CLINICAL LABORATORY</td>
<td>1 per employee, plus 1 per commercial vehicle kept on the lot, but not less than 1 per 500 square feet of GFA</td>
<td></td>
</tr>
<tr>
<td>CONVENIENCE STORE</td>
<td>1 per 200 (5 per 1000) SF of GFA, plus 1 per pump island if associated with motor vehicle filling station</td>
<td></td>
</tr>
<tr>
<td>HOTEL</td>
<td>1 per guest room, plus 1 per employee, plus additional spaces as required for other uses</td>
<td>1 per 500 (2 per 1000) SF of GFA</td>
</tr>
<tr>
<td>OFFICE: BUSINESS, PROFESSIONAL, GOVERNMENTAL</td>
<td>1 per 250 (4 per 1000) SF of GFA</td>
<td></td>
</tr>
<tr>
<td>OFFICE: MEDICAL/DENTAL</td>
<td>1 per 250 (4 per 1000) SF of GFA</td>
<td></td>
</tr>
<tr>
<td>RESTAURANT AND CATERING HALLS</td>
<td>1 per 3 seats or 1 per 200 (5 per 1000) SF of GFA, whichever is greater</td>
<td>1 per 350 (2.86 per 1000) SF of GFA</td>
</tr>
<tr>
<td>RESTAURANT, CARRY-OUT</td>
<td>Same as above</td>
<td></td>
</tr>
<tr>
<td>RESTAURANT, FAST-FOOD</td>
<td>1 per 30 (20 per 1000) SF of GFA</td>
<td></td>
</tr>
<tr>
<td>RETAIL, NATIONAL BRAND ESTABLISHMENT</td>
<td>1 per 250 (4 per 1000) SF of GFA and 1 per 1,000 SF of accessory use</td>
<td></td>
</tr>
<tr>
<td>RETAIL, STORE, SHOP, AND PERSONAL SERVICE ESTABLISHMENTS</td>
<td>1 per 250 (4 per 1000) SF of GFA</td>
<td>1 per 350 (2.86 per 1000) SF of GFA</td>
</tr>
<tr>
<td>RETAIL, LARGE-SCALE</td>
<td>1 per 200 (5 per 1000) SF of GFA</td>
<td></td>
</tr>
</tbody>
</table>

Existing Permitted, Accessory, Special Permit Uses

Much like many older cities throughout the Northeast United States, the over-regulation of permitted uses in downtowns has resulted in a confusing array of regulated uses that are often out of step with municipal goals of being responsive changing market conditions. In many cases the intended purposes of these regulations have long been forgotten, while property owners find it difficult to tenant their buildings with the current uses in demand. At present there are 87 Permitted uses, 12 Accessory uses and 104 Special Permit Uses within the Downtown Study Area. The table below shows just 54 of the 213 uses regulated in the Downtown. The City should consider streamlining the way uses are regulated to promote economic development and market flexibility.
1995 Comprehensive Plan

The 1995 Comprehensive Plan establishes a set of important goals to be considered in the revitalization of Downtown New Rochelle. These goals are highly consistent with this Recommended Action Plan and form a solid foundation for all of the planning, economic development and investment strategies in this plan. The 1995 Comprehensive Plan goals provide an essential foundation for the revitalization recommendations of the Recommended Action Plan for Downtown. Key policies include:

1. Design and improve a comprehensive transportation and mobility plan that is safe, efficient, and accessible and which can more fully connect the urban core of the City to the outlying neighborhoods thereby spurring economic development, fostering sustainable growth, attracting public and private investment and creating new jobs.

2. Create and design an infrastructure plan that enhances the City.

3. Preserve the City’s historic and cultural resources and establish a cohesive visual image of the City therefore enhancing and creating a vibrant public space for its citizens.

4. Enhance, preserve, and maintain existing open space and recreational facilities.

5. Preserve and strengthen the economic viability of the City’s existing businesses and determine how to capitalize upon its economic assets to provide expanded opportunities for job creation and income growth to attract new businesses and provide employment in existing and growing economic areas all to create an expanded and strengthened tax base.

6. Provide for the enhancement and preservation of various City neighborhoods and include a wide range of housing options which are safe and affordable for current and future residents; including seniors, young professionals, families, and a growing regional population. Such plans should improve access to housing, address inequality, promote integration and positive growth, be sensitive to the range of needs that exist in the City, and recognize and celebrate the diversity of New Rochelle’s population.

Comprehensive Plan Update

The City of New Rochelle is in the process of preparing a Comprehensive Plan Update at a key moment in the City’s history in response to both local factors and regional influences. Much has changed in terms of local and regional demographics and economic conditions, as well as the City’s planning objectives, since the last time the City revised its Comprehensive Plan in 1996. Emphasis within the planning community on principles of sustainability and resilience to the impacts of climate change, regional connections between the City and surrounding communities and a focus on enhancing the downtown core and transit oriented development are the major areas of concentration of EnvisioNR.

The Comprehensive Plan responds to a number of recent efforts focused on New Rochelle’s downtown, most notably RDDR’s Downtown Development Plan, and anticipates the impact of these planned and proposed developments. One key theme in EnvisioNR, is the 90/10 concept, which seeks to preserve the quality and character of New Rochelle’s existing neighborhoods and open spaces, which represent over 90% of the City’s land area, while promoting growth and development in the Downtown, which represents less than 10% of the City’s land area. This priority on downtown development has been reflected through comments received during public workshops—comments ranging from increasing walkability, improving retail and services, leveraging existing transit connections and creating a destination city with expanded opportunities for residential development, office and retail space. By promoting redevelopment of catalytic municipally-owned and privately owned sites in the Downtown, the City seeks to promote economic development, reduce tax burdens on residents, promote job creation, preserve existing neighborhood character, revitalize the downtown, improve transportation access and realize many of the City’s sustainability goals.

RDDR’s Plan for New Rochelle’s Downtown is being closely coordinated with the Comprehensive Plan Update. By building upon the Comprehensive Plan outreach process initiated in 2012, the City and its consultants, BFI Planning, are currently in the process of updating this plan city-wide. To best realize the dual goals of preserving the existing character of the residential neighborhoods, while promoting economic development and growth in the downtown, the City proposed to coordinate the Comprehensive Plan Update with the Downtown Development Plan. The planners from RDDR are preparing this RAP for the Downtown Study Area, at the same time that BFI Planning is preparing planning recommendations for the balance of the City. These two concurrent efforts have been coordinated during biweekly Project Team Meetings with the City, BFI Planning and the RDDR Team. In addition, a separate Comprehensive Plan public workshop specifically addressing the plans for downtown development was held on July 8th and jointly hosted by the City of New Rochelle, BFI Planning, and the RDDR Team. The purpose of this workshop was to gather public input and feedback on the RDDR Plan and to ensure coordination between this plan and the larger city-wide comprehensive plan update. The Downtown Development Project has been planned in coordination with EnvisioNR to ensure that any changes to the downtown are made in accordance with comprehensive plan objectives.

Ultimately, the RAP will form the basis of the Comprehensive Plan’s Downtown Chapter (Chapter 6) and the Comprehensive Plan’s recommendations – both policy and zoning – for the Downtown will be in line with the recommendations contained in this RAP. Due to a number of factors, including the City’s clear priority for downtown redevelopment and market forces, the RDDR Plan for the downtown should be completed in the fall. This timing will allow the Comprehensive Plan to be finished in draft form by the end of the year. As illustrated in the project timeline, the approvals for the RDDR Downtown Plan and Downtown Zoning Overlay will roughly correspond to the release of the Draft Comprehensive Plan Update. Following the release of the Draft Comprehensive Plan, the City will finalize amendments to New Rochelle’s zoning code in coordination with the comprehensive planning process for portions of the City located outside of the RDDR Downtown Study Area. The Comprehensive Plan Update and related zoning text amendments will be subject to environmental review and approval by the City Council in 2016.
# Consistency with 1995 Comprehensive Plan

## Transportation / Mobility

**GOAL:** Design and improve a comprehensive transportation and mobility plan that is safe, efficient, and accessible and which can more fully connect the urban core of the City to the outlying neighborhoods thereby spurring economic development, fostering sustainable growth, attracting public and private investment and creating new jobs.

1. Improve Walkability
2. Encourage Neighborhood Retail & Services
3. Redesign of Gateways & Major Connectors
4. Improve Parking in the Downtown
5. Traffic Calming in the Downtown
6. Revitalize North Avenue
7. Improve Inter-Connectivity of the City
8. Increase and Connect Bike Lanes

## Public Utility / Infrastructure

**GOAL:** Create and design an infrastructure plan that enhances the City.

1. Upgrade Infrastructure: Sewer, Storm Water, etc.

## Historic & Cultural Resources (Livability / Design)

**GOAL:** To preserve the City’s historic and cultural resources and establish a cohesive visual image of the City therefore enhancing and creating a vibrant public space for its citizens.

1. Improve Public Aesthetics
2. Improve Streetscapes
3. Protect Historic & Cultural Resources
4. Create a Preservation

## Natural Resources/Environment

**GOAL:** Enhance, preserve, and maintain existing open space and recreational facilities.

1. Market Open Space & Recreational Opportunities
2. Buffer Existing Neighborhoods
3. Accessibility: Physically & Economically for All Residents
4. Beautification Committee for Open Spaces
5. Target Increasing Volunteers
6. Safety of All Open Space
7. Additional Open Space, especially in South and West of City

## Economic Development

**GOAL:** To preserve and strengthen the economic viability of the City’s existing businesses and determine how to capitalize upon its economic assets to provide expanded opportunities for job creation and income growth to attract new businesses and providing employment in existing and growing economic areas all to create an expanded and strengthened tax base.

1. Expand Office & Retail Space
2. Attract & Retain Small Businesses
3. Create a “Destination City”
4. Expand BID Concept Outside Downtown
5. Support Downtown Businesses
6. Develop Pockets of Quality Retail
7. Support Downtown Retail
8. Leverage Transit
9. Branding & Marketing of the City
10. Ensure a Flexible Regulatory Environment

## Housing

**GOAL:** Provide for the enhancement and preservation of various city neighborhoods and include a wide range of housing options which are safe and affordable for current and future residents; including seniors, young professionals, families, and a growing regional population. Such plans should improve access to housing, address inequality, promote integration and positive growth, be sensitive to the range of needs that exist in the City, and recognize and celebrate the diversity of New Rochelle’s population.

1. Housing for College Graduates & Young Professionals
2. Be Inclusive of Apartment Dwellers
3. Encourage Preservation of Historic Homes
4. Tax Relief for Historic Properties

## Waterfront

**GOAL:** To reactivate and enhance the waterfront with mix of uses to benefit the entire community.

1. Revive the Waterfront; Retail & Recreational Activities Continue to revive the waterfront with retail, recreation and public amenities (e.g. rezoom to allow bed and breakfasts)
2. Utilize Waterfront & Define New Rochelle as the “Queen City of the Sound”
3. Increase Public Access to Waterfront
4. Promote the City as a Boating Destination with more boat moorings, restaurants & shopping
5. Improve City’s Visual Aesthetics
The Transit Oriented Development Smart Growth Study was prepared by Crosby Schlessinger Smallridge for the City of New Rochelle and the New York-Connecticut Sustainable Communities Consortium, which funded the study with a U.S. HUD Sustainable Communities Regional Planning Grant. The stated goal of the study was “to promote sustainable mixed-use development, including the integration of mixed-income and energy efficient developments, with existing uses.” The study further highlights three major goals: “to identify areas where significant development opportunities exist and where new development can enhance Downtown and existing neighborhoods; to identify streets and pathways to serve as the primary corridors to the Transportation Center for both existing neighborhoods and the new development districts; and to improve the environment in and around the Transportation Center and create the opportunity for streetscapes and open space that enhance Downtown and the transit rider’s experience.” The TOD Study is guided by a number of TOD principles, including: Capturing the value of transit in encouraging community development; Maximization of neighborhood and station connectivity; Provision of a range of housing choices; Creation of public spaces; Generation of meaningful community involvement; Adaptation and design of streets for all users; and Management of parking and traffic effectively. The study includes conceptual development plans for various subdistricts within the TOD area and provides policy recommendations related to zoning, traffic, and parking.

Key Recommendations

1. Existing zoning in some areas, with height restrictions of two or three floors and allowable auto-oriented uses, does not accommodate or encourage the uses and densities desired in a TOD district.
2. Pedestrian and bicycle connections between the existing train station and other subdistricts within the ½ mile radius need improvement.
3. Regional transportation improvements providing better connections to NYC will strengthen market for housing and commercial space.
4. The commercial real estate market in Westchester County is showing strong growth.
5. There are opportunities for significant redevelopment in several locations throughout the project area, but most of these opportunities require parcel consolidation to create parcels of sufficient size.
6. Redevelopment potential around the existing train station provides the opportunity for a new/expanded station to better serve transit patrons.

The conceptual plan below, and others found in the study, demonstrate the massing and scale of a theoretical build out of the TOD study area. These diagrams show the development potential in and around the downtown area.
New Rochelle North Avenue Corridor Study

There was general consensus that an increase in density within the project area is not only acceptable but desirable and necessary to achieve the goal of corridor revitalization. The form and location of increased height and bulk within the project area must be guided by the City with a priority placed on the public good. The City has the ability to influence, encourage, limit, and shape future development. Strategic application of municipal planning tools such as zoning regulations, design guidelines, targeted capital investments, and public relations or marketing campaigns, can be used to achieve these objectives.

New Rochelle North Avenue Corridor Study

The initial 2008 North Avenue Corridor Study prepared by AKRF for the City of New Rochelle has contemplated various approaches to revitalize the North Avenue corridor from Burling Lane to Eastchester Road. The study analyzes existing conditions along the North Avenue corridor regarding land use patterns, building densities, traffic and parking, infrastructure and zoning regulations. It identifies opportunities for development and improvement, and provides recommendations for changes to the zoning code designed to "build upon the corridor’s opportunities and facilitate redevelopment on vacant and underutilized parcels."

North Avenue Corridor Study Update Report

A North Avenue Corridor Study Update Report was produced by AKRF in January 2015. This report provides revised planning and zoning recommendations for the corridor, and builds upon the findings of the initial report as well as public outreach and economic development and “success story” case studies, to create a “design based framework” to supplement the initial study’s "regulatory focus.”

Key Recommendations

1. Create a Master Plan and Design Guidelines for the sub-districts within the project area.
2. Amend the Zoning Code to increase flexibility and responsiveness to market conditions and incentivize consolidation of building lots.
3. Employ a form-based strategy to shape the form of the North Avenue corridor.
4. Revise parking requirements for new development based on current and future transportation trends for sites within ½ mile of the transit hub.
5. Revise parking requirements for small parcels - Lots <20,000 SF
6. Shared parking should be allowed, encouraged and facilitated.
7. Enhance and expand pedestrian space within the North Avenue corridor.
8. Make North Avenue a ‘Complete Street’.
The Traffic Circulation and Gateways to the City’s Downtown report was prepared by Nelson Nygaard Associates. It recommends changes to the downtown transportation system designed to improve traffic flow, connectivity, multimodal accessibility, transit access and pedestrian and bicycle friendliness. In total, the report identifies eleven target locations in need of improvement and suggests eighteen key projects to be implemented over various time frames.
Alternative Futures for New Rochelle

This architectural and urban design study has been prepared by the Graduate School of Architecture, Planning and Preservation and the Urban Design Lab during the Fall of 2013. The ideas in this study capture a wide spectrum of innovative visions for how New Rochelle can realize the aspirations of a new generation of leaders, innovators, residents, entrepreneurs and institutions committed to collaborative, sustainable and connected places. Key themes introduced in this architecture and urban design study worthy of further exploration in this Recommended Action Plan for Downtown New Rochelle include:

- Moving Beyond Regional Networks
- Growing Greener Infrastructures
- Reinventing New Rochelle’s Waterfront
- Act as a Catalyst for Growth
- A Call for Inclusive Public Spaces

Reinventing New Rochelle’s Waterfront by providing Access and Equity

Key Recommendations

- Harbor and incentivize cluster economies such as biomedical, research and development, media, pharmaceutical, education and the arts.
- Adopt regulations that incentivize potential developers to adopt green infrastructure strategies.
- Provide more spaces of interaction in order to bridge the social divide and create spaces of exchange between different socioeconomic groups.
- Locate activities of recreation and relaxation in civic spaces and along New Rochelle’s waterfront.
- Improve existing infrastructure by utilizing regional resources and capitalizing on the economic opportunities embedded in the City.
GreenNR Sustainability Plan

GreeNR recommends a host of sustainable practices to enhance the City’s quality of life, without compromising the interests of future citizens. The plan provides specific, achievable recommendations aimed at promoting the triple bottom line of sustainability. It offers 10 overarching goals and their corresponding plans of action to provide the City with a practical, realistic starting point toward a more sustainable community. GreeNR’s ten goals for the 20-year period ending in 2030 are:

- Reduce energy use and CO2 emissions by at least 20%
- Cut non-recycled solid waste generation by 15% and increase recycling rate to 50%
- Preserve natural spaces and restore water bodies
- Reduce run-off from a 1-inch rain event by 25 million gallons
- Decrease sewage flow by at least 2 million gallons in peak hours
- Build at least 95% of new housing near mass transit
- Open at least one additional mile of the Sound shore to the public
- Plant at least 10,000 new trees on public property
- Create a comprehensive walking and bicycling system
- Subscribe at least half of all households to the City website

To achieve these goals, New Rochelle’s sustainability plan establishes an action plan comprising six planning areas. Under each planning area, the Plan provides a breakdown of specific goals and implementation strategies, called Initiatives, for each of the planning areas.

ENERGY & CLIMATE
The major goals of this section are to reduce consumption of energy and emission of GHGs, while transitioning to renewable energy sources and climate change adaptation. The initiatives for achieving these goals include strategies to improve the municipality’s energy efficiency through its vehicles, buildings, properties, and utilities.

RESOURCE CONSERVATION AND WATER REDUCTION
The plan identifies goals regarding material waste, water, and other natural resources. The initiatives include methods of reducing municipal and public waste, educating the public to promote recycling, encouraging composting, conserving water, and reducing wastewater generation.

ECOLOGY, BIODIVERSITY, AND PUBLIC HEALTH
The goals of this section reflect preserving the City’s aesthetics, protecting vulnerable habitats, improving air and water quality, preventing flooding and deforestation, and achieving a healthy community. The initiatives to achieve these goals are conservation methods that protect water bodies and trees, reducing stormwater generation and mitigating its impacts, promoting walking, and discouraging the idling of vehicles.

SMART GROWTH AND ECONOMIC PROSPERITY
This area strives to sustainably build and maintain the local economy. The implementation measures of these goals include TOD growth, waterfront promotion, and green business creation. GreeNR contains an impressive commitment to TOD. One of the plan’s principal goals, by 2030, is to “site at least 95% of new housing units within walking distance of mass transit, including at least 65% of new housing units within 1/2 mile of the New Rochelle Transit Center.” This goal builds upon a number of existing TOD projects that have resulted in almost 1,500 new housing units constructed near the New Rochelle Transit Center since 1999.

TRANSPORTATION AND MOBILITY
The goals of this area are to promote alternative modes of transportation and reduce vehicle usage. The City plans to achieve these goals by implementing a complete streets policy, augmenting the existing mass transit system, and encouraging alternative transportation modes, specifically walking and bicycling.

PUBLIC PARTICIPATION AND AWARENESS
This section revolves around educating the public and gaining support and awareness of the goals and implementation methods. Implementation strategies include tote bags, a sustainability education center, communication of issues, and social competition.
GreeNR Goals

10/30 Ten Big Goals for 2030

1. Reduce waste generation and increase recycling rate by at least 50%.

2. Cut non-recycled solid waste and increase recycling rate to at least 50%.

3. Decrease sewage flow in peak hours by at least 2 million gallons.

4. Implement a comprehensive walking and bicycling system.

5. Preserve natural spaces and restore inland water bodies.

6. Build at least 95% of new housing near transit stops.

7. Create a comprehensive recreational system.

8. Promote economic development and job growth.

9. Absorb or retain 25% of stormwater run-off.

10. Reduce energy use by at least 20%.

Key Recommendations

1. Transit-Oriented Smart Growth: Implement a comprehensive strategy to promote commercial and residential development in proximity to the New Rochelle Transit Center, while restricting undesirable growth in lower-density areas.

2. Waterfront Access & Enjoyment: Improve and expand access to Long Island Sound by reclaiming contaminated land for public use including at least one additional mile of shoreline, establishing better links among waterfront parks, and enhancing recreation and tourism opportunities.

3. Peripheral Node Planning Standards: Update New Rochelle’s Comprehensive Plan to better define optimum scale, land use patterns, density and architectural design for peripheral commercial and mixed-use hubs and corridors, with an emphasis on contextual design.

4. Green Business & Job Creation: Foster green job growth and attract additional green businesses to New Rochelle, while also enhancing access to training, particularly for under-skilled or under-employed residents.

5. Workforce Housing: Promote appropriate workforce housing development, especially through the integration of workforce housing units into market-rate projects, while discouraging the excessive concentration of subsidized housing.

6. Creative Capital: Employ various land use, marketing, and incentive methods to attract a larger “creative class” to New Rochelle, stimulate demand for underutilized built space, and realize the economic benefits associated with arts and culture.

Mid-Hudson Economic Development Strategy

This is a plan prepared by the Mid-Hudson Region Economic Development Council to foster economic growth and encourage job creation in the seven county Mid-Hudson Region. This strategic plan, adopted in 2011, identifies a number of issues pertinent to the region in general, and the City of New Rochelle in particular. The 15 goals of the strategic plan are largely aligned with the city’s needs and opportunities as it undertakes downtown revitalization. A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis highlights a number of characteristics that are particularly applicable to New Rochelle. The report lays out a series of strategies and recommendations by which to realize its economic development goals and achieve the completion of priority projects.

Key Recommendations

1. Target job-creation investments in the region’s developing technology-based industries such as biotechnology, high-tech manufacturing, and information technology with a “clustering” strategy.

2. Undertake initiatives to retain and stimulate more mature industries such as distribution, financial and professional services, food and beverage, and health care.

3. Leverage the region’s outstanding natural resources, its tourism industry, and agriculture in a “natural infrastructure” strategy that protects agriculture and the environment and recognizes these as important to tourism and as a quality of life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors.

4. Foster housing investment to attract jobs to the region, create construction jobs, and support the overall health of the regional economy through a vibrant housing market.

5. Support the revitalization of our urban centers as engines of regional prosperity.

6. Enhance the region’s talent pipeline through its colleges and universities, One-Stop Career Centers, BOCES, school systems, public libraries and library systems, and child care system.

7. Promote entrepreneurship, start-ups, and small businesses through a variety of measures that will make it easier to access public- and private-sector resources for access to capital, workforce training, and business and technical consulting.

8. Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.

9. Align public-private support to ensure implementation of the regional plan and consideration of new opportunities.
Consistency with City Vision

This Recommended Action Plan (RAP) builds upon the goals established by the City’s 2014 Master Developer Request For Qualifications to redevelop Downtown New Rochelle. This RAP embraces these goals throughout the recommended policies and zoning changes outlined in this document.

**CONSISTENCY WITH CITY GOALS FOR MASTER DEVELOPER RFQ**

**PUBLIC-PRIVATE PARTNERSHIP**

**GOAL:** Designate a Master Developer to partner with the City in its endeavor to become the preferred talent and transit-oriented destination in the NY Metropolitan area for the generations to come; to develop plans and implement strategies to fulfill the revitalization concepts and to formulate new ideas for the design, construction and operation of mixed-use development.

1. Full commitment to the essential elements of the city’s vision for smart, sustainable growth
2. Have capacity and desire to move swiftly on immediate opportunities
3. Have a long-term commitment to overcome obstacles
4. Possess sensitivity to public impacts as measured by the Triple Bottom Line
5. Seek community input and foster community support by utilizing market research, social media and web-based communication
6. Foster partnership with community stakeholder groups
7. Take necessary steps to create an environment for transformative economic growth to flourish
8. Promote practices aligned with GreeNR objectives.
9. Determine optimal scale and distribution of parking assets.
10. Encourage adaptive reuse

**WORKFORCE HOUSING**

**GOAL:** Create attainable housing.
1. Provide attainable housing or payment in-lieu for future needs

**GREEN DESIGN**

**GOAL:** Promote practices aligned with GreeNR objectives.
1. Provide for energy efficiency
2. Implement waste reduction
3. Include sustainable features in design, construction, renovation and operation

**PARKING**

**GOAL:** Determine optimal scale and distribution of parking assets.
1. Devise shared parking programs for mixed use developments
2. Generate additional parking supply as necessary
3. Create a Parking Management Plan to maximize parking efficacy
4. Leverage parking supply as potential additional revenue source

**EQUAL OPPORTUNITY HIRING AND PROJECT LABOR AGREEMENTS**

**GOAL:** Ensure fair and equal opportunities for workers.
1. Advance the principles of equal employment opportunity and non-discrimination
2. Encourage use of Project Labor Agreements (PLAs)
3. Implement a Community Benefits Agreement to ensure Local Hiring & Contracting Opportunities

**MASTER DEVELOPER ESCROW ACCOUNT**

**GOAL:** Allocation of appropriate funds for project review.
1. Provide appropriate funds into escrow account

**HISTORIC PRESERVATION**

**GOAL:** Preserve historic structures and local heritage.
1. Preserve historic buildings, landmark and assets
2. Encourage adaptive reuse
3. Work in partnership with the City to seek funding sources for historic preservation

**PUBLIC OUTREACH**

**GOAL:** Broaden public outreach beyond traditional methods.
1. Utilize social media and web-based applications in tandem with traditional outreach approaches
2. Incorporate public outreach implementation plan

**ARCHITECTURAL DESIGN REVIEW**

**GOAL:** Meet standards for architectural and design excellence.
1. Insist upon high standards of architectural & design excellence
2. Incorporate iconic elements such as terminated vistas and significant corners in urban design

**ENVIRONMENTAL**

**GOAL:** Comply with State and Federal environmental requirements.
1. Demonstrate expert knowledge of the SEQA process
2. Collaborate with City to comply with all State & Federal regulations

**ZONING**

**GOAL:** Modify zoning to facilitate positive development consistent with the City’s vision.
1. Demonstrate expert knowledge of Zoning Codes including the creation & application of form based zoning
2. Provide example of experience implementing large scale zoning for downtown revitalization
3. Provide assistance in implementation of appropriate zoning adjustments

**PROPERTY ACQUISITION**

**GOAL:** Maximize revitalization opportunities throughout the Downtown.
1. Partner with property owners to facilitate the redevelopment of publicly and privately owned land

**GRANTS AND OTHER PUBLIC FUNDING**

**GOAL:** Attract funding sources to support redevelopment.
1. Partner with the City in identifying and pursuing funding sources to support and maximize redevelopment opportunities
2. Demonstrate proficiency in garnering public funding for large infrastructure projects

**REVIEW AND APPROVAL**

**GOAL:** Expedite review and approval process.
1. Partner with the City to develop streamlined review and approval processes
2. Demonstrate expertise in procuring progressive approvals in a Public-Private Partnership

**TAX INCENTIVES**

**GOAL:** Provide tax incentives to encourage redevelopment.
1. Partner with the City to identify the needs for tax incentives to support and maximize redevelopment opportunities
Engaging the Community

- Crowdsourced Placemaking (CSPM)
- Implementation
Crowdsourced Placemaking (CSPM)
Overview of the Process

CSPM provides more than public engagement. It creates a community of local residents and stakeholders that are active participants in the planning and implementation of a development vision, including population segments that are often left out of, or do not feel invited into, the public process. The process helps the Master Developer and the City to best meet the needs of its residents today and into the future, with a focus on arts, culture, the innovation sector, and to retain the millennial generation, young professionals and retirees in the City of New Rochelle.

One of the challenges that has historically prevented the large scale development of mixed-use projects has been the failure to ensure community involvement and acceptance of the development vision. To address this issue, RDRXR strongly believes in a “process before plan” approach, which mirrors the City’s desire to have grassroots outreach conducted throughout the redevelopment process, rather than after the project’s parameters are set.

How CSPM Works
Utilizing both in-person meetings and internet-based tools, the patent pending CSPM process allows community members to upload and vote on ideas, uses, commercial/retail tenants and amenities they would like to see within a redevelopment plan. CSPM participants are able to utilize online forums, and web-based and paper voting applications to create tremendous support for a redevelopment vision that the community wishes to see move forward.

1. DEFINE PRINCIPLES
The CSPM process is guided by the principles of Social, Environmental and Economic Responsibility. To ensure adherence to these principles, members must sign a “Triple Bottom Line” agreement before participating in the process.

2. SEED THE PROCESS
Traditional, in-person grassroots outreach and meetings with key stakeholders and civic leaders take place prior to launching the formal, public Social Networking Campaign. This creates a base of support with constituents who understand the Community’s vision and the benefits of responsible, Triple Bottom Line development. RDRXR updates and more.

3. LAUNCH SOCIAL NETWORKING WEBSITE / WEB-BASED APPLICATIONS
RDRXR launches a social networking website as an informational resource to accept member registrations and ideas, and engage local business leaders and entrepreneurs throughout the process.

4. LAUNCH CAMPAIGNS
Campaigns lie at the heart of CSPM activities, allowing residents and entrepreneurs to collaborate and build a critical mass of support for their ideas – ideas that help refine the vision while identifying potential market drivers and entrepreneurial opportunities that will arise from the development activity. By focusing on one area of interest at a time (such as retail, public destinations and downtown living), each with its own time period for campaigning, members are motivated to work together. Each campaign lasts one to two months with the objective of having the top ideas receive a minimum number of “Likes/Upvotes,” thereby becoming eligible for a feasibility study to allow for the future implementation of ideas that prove feasible.

5. ENTREPRENEURSHIP & FEASIBILITY STUDIES
Once ideas have enough Likes/Upvotes to warrant feasibility studies, RDRXR enlists the talents of national leaders in downtown retail and market feasibility to test the viability of community driven concepts. These can then be utilized by entrepreneurs wishing to start businesses in New Rochelle, with the help of crowdsourcing to best inform their decisions.

6. FIND THE BEST IDEAS
Identification of small business, entrepreneurial and cultural ideas are fundamental to the Crowdsourced Placemaking process as they are critical to both the economic vitality of New Rochelle and the City’s desire to create more daytime activity within the area. To reach the greatest number of participants, the CSPM team hosts events and meetups to provide a forum in which local individuals and leaders can identify themselves and participate within their comfort zone.

7. MONTHLY MEETUPS
Every month, the local CSPM community hosts 1-2 ‘meetups’, providing the best opportunity for members and interested residents to meet other Triple Bottom Line supporters face-to-face. Attendees brainstorm and develop ideas with the goal of building a market and support for them. Participants also work on the planning for upcoming programs and events such as community festivals and efforts to spur local business. Meetups also help inform the community on CSPM campaigns & events, RDRXR updates and more.

8. EVENTS
The CSPM team participates in, and often generates, many community events, which allows community members to learn about how they can help shape their community. These events build tremendous momentum as local residents begin to fully understand the potential of the downtown redevelopment vision that has been forwarded by the municipality and refined through the CSPM process. The end result is a strong, unified community involved in & supportive of the redevelopment and revitalization.
Crowdsourced Placemaking (CSPM)

NR Future: The Process Has Begun

The CSPM Process in New Rochelle

NR Future was established as the name for the community-driven, co-creating initiative that organizes and co-develops the vision for the future of Downtown New Rochelle. With the launch of the website on March 31st, NR Future has been making strides within the community.

After signing the Master Development Agreement on December 15, 2014, RDRXR conducted a full fledged search to find a Community Liaison to facilitate online and face-to-face communication with the community. Ashley Aldrich, a fourth generation resident of New Rochelle, was hired on April 9, 2015 to serve as NR Future's Community Liaison. With experience in Human Resources, Ashley has been reaching out to community residents, business owners and other stakeholders to determine what is important to the community and to allow their voices to be heard during this process. Ashley has been meeting with both community leaders and local residents to better understand their needs and values as it pertains to the future of New Rochelle.

The NR Future office, at 247 North Avenue is set to open at a later date, but in the meantime, Ashley has been conducting meetings and meet-ups from her interim office at Cross-Cultural Solutions at 2 Clinton Place.

Outreach

Regularly scheduled meetups have been put in place to increase community involvement in the revitalization effort. Those that attend these meetups are like-minded, but diverse individuals, providing input and looking to create an even better place for Downtown New Rochelle.

NR Future has involved the community and engaged various communities and groups throughout the process. Members have gone to the Office of the Aging many times to provide paper surveys to the elderly. NR Future is stationed at the New Rochelle Public Library, the Down to Earth Market and the New Rochelle Grand Market on a regular basis to encourage participation and to allow those without easy access to computers to participate. Many people have come to the table to register and ‘Like’ their favorite ideas on paper surveys which are processed and added on nrfuture.com. A street team engages community members face to face throughout the City and is active in reaching out to the Latino community and Latino business owners.

NR Future has established a Champions group and provided a Champions Dinner for those ready and willing to give extra time to the effort and become a resource for NR Future at an early stage of the process. NR Future hosted a happy hour at Alvin & Friends where New Rochelle stakeholders were able to socialize amongst one another, continuing to brainstorm thoughts and visions for the future of Downtown New Rochelle outside of a typical meeting scenario.

NR Future is fortunate enough to have residents go as far as conducting meetings and meetups within their homes.

CSPM Online (as of July 15, 2015)

The NR Future website launched on March 30, 2015 along with the Ideas Campaign.

- 1300+ registered users participating
- Facebook Page (428 Likes)
- Liaison personal Facebook page (258 Friends)
- Twitter account (102 Followers)
- Three Facebook groups: NR Future Supporters (404 members), NR Future Champions (13 members), and Young People of NR Future (305 members)

Connecting with the Community

NR Future has met individually with a number of key community leaders and stakeholders as well as representatives of many businesses and organizations including:

- Habitat for Humanity of Westchester
- New Rochelle Public Library
- Business Improvement District
- Monroe College
- Mesh Print Studio
- R Patisserie
- Trinity St. Paul’s Episcopal Church
- Friends of the Library
- Youth Bureau
- Hope Agency
- College of New Rochelle
- Dance Connection
- Better Homes & Gardens
- Sporttoplex
- Municipal Arts Commission
- New Rochelle School District
- New Rochelle Arts Collective
- My Brother’s Keeper Local Action Summit
- Millennials on Main Street

NR Future is involved in ongoing outreach efforts with these and many more residents, business owners, organizations and community stakeholders.
NR FUTURE MEET-UPS

NR Future has conducted 10 CSPM Meet-ups in total since the process launched on March 30th. These regularly scheduled meetups have been put in place to increase community involvement in the revitalization effort. The passion and creativity that results from these meet-ups is invaluable. The meetups begin with an overview and general announcements, followed by breakout sessions for the group to brainstorm ideas and answer questions given to them at the beginning of the meeting. Each group then presents their findings to all of the attendees which results in further conversation even after the meetup ends.

MEETUP #1 - MARCH 30, 2015

On Monday, March 30, 2015 at 2 Clinton Place, over 50 New Rochellians got together for the first official New Rochelle future (NR future) meetup! So what is New Rochelle future, you may ask? It’s the name for the community-driven, co-creating initiative that will be organizing, outreaching, and co-developing the vision for the future of Downtown New Rochelle. In simple terms, NR Future is the name for the community that provides input and grows a diverse group of individuals with shared interests dedicated to making compelling places in New Rochelle, a process known as crowdsourced placemaking.

The meetup began with an introduction and Q & A session with RDRXR. Following that, a presentation on crowdsourced placemaking explained the process and how it works. The next portion of the meetup was spent on an exercise in which community members identified their top values for the revitalization of New Rochelle. A wide variety of values were raised. The meetup concluded with the community choosing NR Future as the official name of crowdsourced placemaking in New Rochelle.

MEETUP #2 - APRIL 14, 2015

The second meetup took place on Tuesday, April 14th. After introductions and a brief presentation on RDRXR, CSPM and NR Future, several community stakeholders gave presentations of their own. Jim Killoran, CEO of Habitat for Humanity of Westchester spoke about bringing back the historic trolley service and adding bike lanes to downtown streets. Haina Just-Michael, Library Board President, and Tom Geoffino, Director of the New Rochelle Public Library, spoke about the vision for what the library would like to see in its future. Following these presentations, a brainstorming session came up with a number of ideas for a revitalized New Rochelle.

MEETUP #3 - APRIL 28, 2015

The third meetup, held on April 28th, opened with performances by New Rochelle High School musicians. Following this, another brainstorming exercise generated a large number of ideas for downtown New Rochelle. Afterwards, the group was divided into six breakout groups tasked with exploring a particular area of interest including The Historic Culture in New Rochelle, The Waterfront of New Rochelle, The Local Business Culture in New Rochelle (New & Existing Businesses), The Arts Culture in New Rochelle, The City Beautiful Culture of New Rochelle, and The PR/ Media Group of New Rochelle. Each group was assigned a designated point person responsible for leading the conversation and keeping in communication with the NR Future Community Liaison.

MEETUP #4 - MAY 11, 2015

The fourth meetup began with important announcements regarding the ideas campaign: Any ideas reaching the associated goals of either 300 or 200 Likes by June 5, would receive feasibility analyses and inclusion in the Action Plan to be submitted to the City. The participants then broke into groups to continue their discussions from the last meetup and present their findings. Finally, the first inductees into the NR Future Hall of Fame were recognized: Theresa Kump Leghorn, Kimberly Chin-Griffin and Patty Macias each received a gift certificate of appreciation and a permanent placement on the NR Future website for success in member registration referrals, meetup attendance and popular idea submissions.
MEETUP #5 - MAY 28, 2015
The fifth meetup broke the room into discussion groups based on the following categories: Public Places, Mobility, Culture, Community Services, New Businesses, and Policies. The groups were charged with discussing two questions: How do we get people to invest in the ideas posted and get the community interested in this revitalization effort? and How do we build ‘Likes’ behind individual ideas? Groups presented their ideas at the end of the session.

MEETUP #6 - JUNE 22, 2015
The meetup began with announcements including a showing of the progress chart, the hall of fame page and a call for stories reflecting positive memories of New Rochelle. The meet-up then proceeded to address its designated theme of “Co-creating Something Now.” This theme emphasized some of the top ideas for events including: New Rochelle Nights, Open Streets, Pop Rocs and Parkmaking. In order to put these event ideas into context, a short video was shown that provided background on these events. Following the video, participants were split up into groups according to the event of their interest to brainstorm the answers to various questions.

MEETUP #7 - JULY 7, 2015
On Tuesday July 7th, NR Future hosted a “Millennials Meet-up” at Posto 22. Twenty young minds came together to dine, discuss, and vote on what they would like to see in New Rochelle’s future. The millennials who attended the Meet-up consisted of a mixed group including: current NRHS students, NRHS alumni, students attending our city’s colleges and students that are preparing to leave New Rochelle for the first time to go away to college. The concerns raised by the millennials are very similar to those raised by other NR Future participants. One attendee voiced her concern regarding the size of our school system and how development may affect already large class sizes. Another attendee expressed a concern on safety; Specifically, walking around downtown at night. At this meetup, topics of discussion included New Rochelle’s appeal to millennials and whether or not they plan to stay. Out of the twenty individuals polled, less than half agreed that they plan on staying/ living in New Rochelle after college.

MEETUP #8 - JULY 13, 2015
The topic of discussion of the eighth meetup was retail, inspired by the top voted placemaking idea; Downtown Retail Entertainment district. Following a few announcements the attendees of the meetup split up into two groups to brainstorm New Rochelle’s current and future retail environment, which will be molded as the revitalization process continues. After brainstorming, the two groups engaged in a fun and friendly competition to present the ideas that they had come up with.
NR Future has continually worked with residents to identify the most popular triple bottom line compliant ideas through in person outreach and online social media. On the next page are the most popular of the 82 community chosen ideas. Each of the following has received 200 or more "likes" indicating support from fellow community members. Several of these are now being considered or implemented in the revitalization plan.

### Crowdsourced Placemaking (CSPM) Ideas Campaign

#### CROWDSOURCED PLACEMAKING PROCESS

1. **Seed Inspiring Ideas**
   - Post ideas through images and descriptions that inspire the desired future vision of your community.
   - NR Future members post their ideas after signing a Triple-Bottom-Line contract.

2. **Identify Top Ideas**

3. **Analyze Feasibility of Top Ideas**

4. **Implement the Ideas**

---

**"LIKED" IDEAS**

- **DOWNTOWN CULTURAL RETAIL ENTERTAINMENT DISTRICT**
  - Like (344)

- **FREE WIFI DOWNTOWN**
  - Like (281)

- **WATERFRONT OUTDOOR AMPHITHEATER**
  - Like (279)

- **PEDESTRIAN MALL**
  - Like (277)

- **FINE ARTS/PERFORMING ARTS CENTER AND CHILDREN’S MUSEUM**
  - Like (255)

- **IMPROVED HOMELESS SHELTER**
  - Like (242)

- **INDOOR/OUTDOOR FOOD HALL**
  - Like (241)

- **CONCERT VENUE**
  - Like (237)

- **ROOF TOP BAR / RESTAURANT**
  - Like (224)

- **IMPROVEMENT OF CURRENT STOREs**
  - Like (235)

- **BOOKSTORE CAFE**
  - Like (234)

- **BIKE LANCES**
  - Like (232)

- **NEW ROCHELLE NIGHTS**
  - Like (214)

- **NEXT GEN LIBRARY**
  - Like (208)

- **RESTORE & RE-PURPOSE ARMORY**
  - Like (207)

- **FOOD TRUCK/TASTE FESTIVAL**
  - Like (206)
2. Identify Top Ideas

Allow the crowd to campaign for their favorite ideas through a simple 'Liking' system.

A pedestrian and bike friendly shopping district featuring stores and restaurants unique to New Rochelle as well as some well-know chain retailers.

279 Likes  Waterfront Outdoor Amphitheater

While the downtown area has so much potential, let’s not ignore what can be done with the waterfront. Imagine an outdoor amphitheater which could play host to both free events such as concerts, plays and children’s theater and become a “Sound Shore” destination for music groups and performers.

255 Likes  Fine Arts / Performing Arts Center and Children’s Museum

New Rochelle has tremendous potential to become premier destination for the arts in Westchester. The installation of a fine art / performing arts center and children’s museum could be the Queen city’s “jewel in the crown.” Such a destination could offer classes for adults and children host famous artists and musicians and showcase up-and-coming talent.

237 Likes  Concert Venue

Like the Tarrytown Music Hall, and the Capital Theatre in Port Chester, it would be great to see the old restored into a thriving downtown concert venue.

277 Likes  Pedestrian Mall

This would be in the heart of downtown and be a public space surrounded with outdoor tabled eateries and concessions. It could be an enhancement of the library green or replace an existing structure or parking facility. The stores adjacent to it would benefit from the increased foot traffic we so sorely need.

241 Likes  Indoor/Outdoor Food Hall

It’d be great to have a wide selection of food and drink vendors set up at kiosks. Vendor selection is important. Local restauranteurs and vendors (e.g., breweries, dairy, etc.) should be featured. This could be a great way for businesses elsewhere in Westchester and the region to create a New Rochelle outpost.

3. Analyze Feasibility of Top Ideas

Complete studies to understand how they can be economically, socially and environmentally feasible.

Paper Ballots

Either “like” online or in person, using ballots.

Although CSPM utilizes online technological tools, special paper ballots allow community members to sign up, suggest ideas or comment, and “like” already posted ideas.

4. Implement the Ideas

Establish an implementation team with ideas’ supporters and both public and private sectors.
My family and I recently moved from NYC to New Rochelle, and are excited to participate in the co-creation of a more vibrant downtown." - Adina Brooks

"I hope the downtown area can be revitalized so that everyone who lives in the community have safe, affordable options for both shopping and recreational activities." - Barbara Schneer

"I want to play an active role in shaping the redevelopment of downtown and remain engaged with those ideas and activities that will impact my neighborhood." - Patty Macias

"This is YOUR opportunity to HAVE A VOICE in New Rochelle’s future development. PLEASE join the group, stay informed and PARTICIPATE. Your VOICE is important!" - Angela Derecas Taylor

"Years ago, I remember coming to New Rochelle to shop on weekends at the mall and the big “B.” Then, I’d be back up here on Saturday night with my date to go to a restaurant or the movies." - Joseph N. Pizzuti Sr.
SECTION 4:
MARKET OPPORTUNITIES

Unified Development Approach™ (UDA)
Crowdsourced Placemaking (CSPM)
Revitalization Toolkit & Strategies
SODA & Zoning

= IMPLEMENTATION
Market Opportunities Create Sound Revitalization Strategies

A point of emphasis that runs throughout all of RDRXR’s projects is the need to ensure that a redevelopment vision is fully attuned to market realities. To this end, Crowdsourced Placemaking fosters community involvement that is guided by a Triple Bottom Line that includes economic responsibility, while the Unified Development Approach™ provides a collaborative framework whereby local property owners and stakeholders share in the upside of targeted redevelopment activity.

Preliminary Market Study

To best understand the commercial uses that are viable in New Rochelle, RDRXR prepared a preliminary market study. By combining the preferred uses identified by the New Rochelle community and this market study, RDRXR can determine which uses are likely to have sufficient market demand necessary to be viable. The focus has been on:

- Market niches that might complement, rather than compete with existing independently owned businesses.
- The extent to which existing businesses in the project area might absorb additional sales, either by adjustments in marketing or merchandising or by opening an additional location or relocating to new space in the project area.
- Tools and resources that might be helpful in stimulating new business development and growth of existing businesses.

Market Weaknesses

There are several potential challenges for retail development in New Rochelle:

- Existing downtown environment
- Lack of two way streets
- Lack of on-street parking
- Lack of pedestrian connectivity
- Poor perception of the Downtown options

Market Strengths

There are many opportunities for retail development in New Rochelle, below are just a few:

- Proximity to New York City
- High income suburban population
- Access and visibility from I-95
- Cultural diversity can be a powerful tool in differentiating its retail offerings
- History of locally owned businesses, suggesting a healthy foundation for entrepreneurship
- Major activity drivers such as Montefiore Hospital and educational institutions
- Strong mass transit connections

NEW ROCHELLE ECONOMIC PROFILE (2013)

**TOTAL HOUSEHOLDs: 28,202**

**INCOME:**
- Less than $10,000 5.8%
- $10,000 to 14,999 4.3%
- $15,000 to $24,999 10.0%
- $25,000 to $34,999 7.6%
- $35,000 to $49,999 10.9%
- $50,000 to $74,999 15.0%
- $75,000 to $99,999 10.3%
- $100,000 to $149,999 15.2%
- $150,000 to $199,999 7.9%
- $200,000 or More 13.0%

Median Household Income: $67,094
Aggregate Household Income: $3.1 Billion

**EMPLOYMENT:**
- Management, Business, Science & Arts Occupations 41.6%
- Service Occupations 19.7%
- Sales and Office Occupations 22.6%
- Natural Resources, Construction, and Maintenance Occupations 9.1%
- Production, Transportation, and Material Moving Occupations 6.9%
- Unemployment Rate 6.4%
Retail Market Opportunities

A measure of retail sales lost by a community to a competitive market, indicating the need for more retail development in an area

Retail specialists use the term “Sales Leakage” to describe economic activity that should remain within a community’s local economy, but occurs elsewhere due to factors such as a void within a certain business type or a lack of an attractive retail environment such as a walkable, mixed-use downtown center. New development can leverage this lost spending by tapping into undersupplied markets. New Rochelle exhibits significant leakage due to the relative lack of places for residents to shop, dine and play. Accounting for the existing incomes of New Rochelle residents, there is a substantial opportunity for local entrepreneurs to capture spending that currently takes place outside of the community, bringing in additional income and job creation. A retail market study performed by the Community Land Use + Economics Group, LLC (CLUE Group) analyzed the existing sales leakage within a 5.25-mile radius of the New Rochelle train station. This analysis revealed a total leakage of over $2.5 billion on retail and over $260 million on food and drinking places. From this, combined with new residents and employees from the Downtown Development, CLUe Group estimated that 13.10% could be captured, yielding a potential for 821,100 SF of new development.

In addition to identifying the pent up spending potential caused by sales leakage among existing residents, the retail market study also analyzed additional purchasing power among other consumer segments. New residents and employees generated by downtown redevelopment bring increased consumer spending to downtown, increasing the market for retail development. Including these market segments yields a total market for significant transformation or the Downtown.

<table>
<thead>
<tr>
<th>Existing Sales Leakage</th>
<th>Net Capture</th>
<th>Potential SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>$336,162,000</td>
<td>$336,162,000</td>
<td>751,851</td>
</tr>
<tr>
<td>$137,348,400</td>
<td>$137,348,400</td>
<td>60,602</td>
</tr>
<tr>
<td>$18,834,000</td>
<td>$18,834,000</td>
<td>8,669</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td>$367,910,000</td>
<td><strong>821,100 SF</strong></td>
</tr>
</tbody>
</table>

### Purchasing Power Capture ($) Sales / SF Potential SF

<table>
<thead>
<tr>
<th>Category</th>
<th>Purchasing Power</th>
<th>Capture ($)</th>
<th>Sales / SF</th>
<th>Potential SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motor Vehicle + Parts Dealers</td>
<td>$1,327,008,000</td>
<td>$3,060,000</td>
<td>$450</td>
<td>6,800</td>
</tr>
<tr>
<td>Furniture + Home Furnishings Stores</td>
<td>$183,934,000</td>
<td>$10,824,000</td>
<td>$410</td>
<td>26,400</td>
</tr>
<tr>
<td>Electronics + Appliance Stores</td>
<td>$241,074,000</td>
<td>$15,720,000</td>
<td>$600</td>
<td>26,200</td>
</tr>
<tr>
<td>Building Materials, Garden Equip + Supply Stores</td>
<td>$224,115,000</td>
<td>$27,400,000</td>
<td>$400</td>
<td>68,500</td>
</tr>
<tr>
<td>Food + Beverage Stores</td>
<td>$1,357,803,000</td>
<td>$36,224,000</td>
<td>$640</td>
<td>56,600</td>
</tr>
<tr>
<td>Health + Personal Care Stores</td>
<td>$536,448,000</td>
<td>$19,360,000</td>
<td>$400</td>
<td>48,400</td>
</tr>
<tr>
<td>Gasoline Stations</td>
<td>$591,796,000</td>
<td>$4,600,000</td>
<td>$400</td>
<td>11,500</td>
</tr>
<tr>
<td>Clothing + Clothing Accessory Stores</td>
<td>$579,959,000</td>
<td>$25,051,000</td>
<td>$410</td>
<td>61,100</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book + Music Stores</td>
<td>$158,239,000</td>
<td>$4,906,000</td>
<td>$220</td>
<td>22,300</td>
</tr>
<tr>
<td>General Merchandise Stores</td>
<td>$778,393,000</td>
<td>$165,282,500</td>
<td>$425</td>
<td>388,900</td>
</tr>
<tr>
<td>Miscellaneous Store Retailers</td>
<td>$206,709,000</td>
<td>$8,094,000</td>
<td>$380</td>
<td>21,300</td>
</tr>
<tr>
<td>Nonstore Retailers</td>
<td>$827,979,000</td>
<td>$1,225,000</td>
<td>$350</td>
<td>3,500</td>
</tr>
</tbody>
</table>
Analysis of sales leakage and increased purchasing power resulting from new development in the New Rochelle area reveals a number of opportunities for new businesses. The most untapped opportunities include: general merchandise stores, clothing and clothing accessories stores, food and drinking places, furniture and home furnishings stores, building materials and garden & supply stores, electronics and appliances stores, and health and personal care stores.

There is already a strong retail presence in downtown New Rochelle. New business development in New Rochelle must differentiate itself from existing offerings and price points. Key to this is focusing on unique retailers that can attract shoppers from outside the downtown as well as within. This way new development can complement, rather than detract from the current retail base. These analyses represent a preliminary demand study based on the untapped purchasing power of the New Rochelle market area, contained within a 5-mile radius of the train station, and the new purchasing power created by new residents based upon the Zimmerman Volk Associates residential market study.

Demand for square feet of retail space for apparel could be filled by a variety of vendors. Potential tenants could include shoe stores, clothing boutiques and other retailers. New retailers should expand the range of price points available to consumers in the Downtown.

There is an opportunity for approximately 80,000 square feet of new food and drinking places, specifically. A number of independent and chain restaurants in the downtown, particularly on and around Main Street, serve as a base for the addition of new restaurants and bars along Main Street as well as less active streets nearby. Restaurants and bars could also be tied to hospitality, entertainment and transit-related uses. Community support is demonstrated by the popularity of ideas such as “Rooftop Bar/Restaurant” and “Indoor/Outdoor Food Hall”. This would allow New Rochelle to establish itself as the food and entertainment capital of Westchester County.

Local Artisans & small format urban furniture stores could capture the existing demand for Furniture and Home Furnishings. An upscale specialty retailer could attract shoppers that do not ordinarily frequent downtown New Rochelle.

The New Rochelle area has a demand of nearly $16 million for electronics and appliances. This could yield roughly 26,000 square foot small format retailers. One or more new or existing small computer, camera, cell phone, video game or accessories stores could fill this gap.

The demand for 48,000 SF of Health and Personal Care stores. This demand can be met with a mix of small and medium-large format retailers including pharmacies, drugstores, beauty supply stores, optical goods stores, health food supplement stores and other associated businesses. This is a great opportunity for local entrepreneurs.
Market Opportunities for Job Creation

It is imperative that New Rochelle be positioned to tap into the employment growth occurring in the region. An analysis of the projected need for office space in the future reveals an opportunity to bring employment centers to New Rochelle, providing much needed economic development, commercial activity and job opportunities to the community, particularly for those residents who lack access to reliable transportation. The analysis projects the growth of office users within Westchester County in each industry sector. Employment growth projections (published by the Bureau of Labor Statistics) were applied to determine the future job growth of the area. Estimates of the percent of employees working in offices for each sector (found in “Market Analysis for Real Estate” by Rena Mourouzi-Sivitanidou, a very conservative estimate of 20% was used where data was not available) were used to extrapolate how many office jobs would be created by 2025. Assuming each worker occupies 150 SF of space yields a total demand for over 1.2 million square feet of office in downtown New Rochelle at a 30% capture rate. Among the fastest growing sectors in this region (in terms of absolute number of jobs) are “Health Care and Social Assistance” and “Educational Services.”

### Industry Sector

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>355</td>
<td>-1.10%</td>
<td>343</td>
</tr>
<tr>
<td>Utilities</td>
<td>3,421</td>
<td>-1.10%</td>
<td>3,309</td>
</tr>
<tr>
<td>Construction</td>
<td>18,800</td>
<td>2.60%</td>
<td>20,305</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>13,092</td>
<td>0.50%</td>
<td>12,897</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>15,052</td>
<td>0.80%</td>
<td>15,416</td>
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<tr>
<td>Retail Trade</td>
<td>43,207</td>
<td>0.70%</td>
<td>44,121</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>9,725</td>
<td>0.70%</td>
<td>9,941</td>
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<tr>
<td>Information</td>
<td>16,291</td>
<td>-0.20%</td>
<td>16,329</td>
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<tr>
<td>Finance and Insurance</td>
<td>19,562</td>
<td>0.00%</td>
<td>20,037</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>8,600</td>
<td>1.10%</td>
<td>8,887</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>26,193</td>
<td>1.80%</td>
<td>27,633</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>9,352</td>
<td>1.10%</td>
<td>9,559</td>
</tr>
<tr>
<td>Administration &amp; Support, Waste Management and Remediation</td>
<td>18,435</td>
<td>1.00%</td>
<td>18,994</td>
</tr>
<tr>
<td>Educational Services</td>
<td>44,496</td>
<td>1.80%</td>
<td>47,081</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>59,134</td>
<td>2.60%</td>
<td>63,807</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>7,204</td>
<td>1.10%</td>
<td>7,754</td>
</tr>
<tr>
<td>Accommodation and Food Service</td>
<td>20,649</td>
<td>0.90%</td>
<td>21,212</td>
</tr>
<tr>
<td>Other Services (excluding Public Administration)</td>
<td>18,203</td>
<td>1.00%</td>
<td>18,755</td>
</tr>
<tr>
<td>Public Administration</td>
<td>19,936</td>
<td>0.20%</td>
<td>20,056</td>
</tr>
</tbody>
</table>

**TOTALS**

- **NET NEW OFFICE JOBS (10 YEAR PROJECTION):** 27,398
- **SF / WORKER:** 150
- **TOTAL SF:** 4,109,790
- **ASSUMING 35% CAPTURE**: 1,233,910

*This number is a relatively conservative estimate as it assumes a well below-average space per worker, and assumes that 100% of vacated office space can be refilled, regardless of the sector.

Demand for New Residential Units

A Target Market Analysis conducted by Zimmerman Volk Associates found that there is a demand for 5,500 “high-density multi-family dwelling units”. This analysis examined households likely to move into the downtown study area over a ten year period. The study determined an annual target market potential of over 2,000 households, of which 600-700 could be captured annually. The target market consists primarily of two demographic groups:

- Younger Singles and Couples (47%)
- Empty Nesters & Retirees (53%)

The analysis shows that the primary target markets for the Downtown Study Area are younger singles and couples for 81 percent of the total annual potential market. These households, young adults aged 38 and younger, are part of the “Millennial” cohort, the generation born from 1977 through 1996 which, at 87 million, is now the largest in American history. The Millennials are demonstrating a strong preference for downtowns and urban neighborhoods, particularly those served by transit. In contrast to the traditional family, i.e. - a married couple with children- that comprised the typical post-war American household, Millennials are predominantly childless singles and couples.

Younger singles and couples include the target groups of The Entrepreneurs, e-Types, Ex-Urban Power Couples, The VIPs, and Fast-Track Professionals, comprising small business owners; tech and upper level white-collar employees, and academic and hospital affiliates; these households groups have median incomes at or above $80,000 per year. Ex-Urban Suburban Couples, Cross-Training Couples, and New Bohemians include artists and artisans as well as mid-level white-collar employees. These household groups have median incomes between $60,000 and $80,000 per year.

Older households with annual incomes at or above $80,000 are enthusiastic participants in community life and most are still actively involved in well-paying careers in the medical, legal and financial professions as well as in academia. These target groups range from the wealthiest Old Money, Urban Establishment and Small-Town Establishment households to the affluent Cosmopolitan Elite, Suburban Establishment, New Empty Nesters and Affluent Empty Nesters. The well-to-do Cosmopolitan Couples is a target group with incomes between $60,000 and $80,000 per year.

The next largest general market segment, at 16 percent of the annual potential market for new high density dwelling units in the Downtown Study Area, is comprised of older households (empty nesters and retirees). Most of these households have adult children who no longer live in the family home; a small percentage are retired, with income from savings and investments supplemented by social security, and for some, pensions, although the majority are still engaged in part or full time employment.

Older households with annual incomes at or above $80,000 are enthusiastic participants in community life and most are still actively involved in well-paying careers in the medical, legal and financial professions as well as in academia. These target groups range from the wealthiest Old Money, Urban Establishment and Small-Town Establishment households to the affluent Cosmopolitan Elite, Suburban Establishment, New Empty Nesters and Affluent Empty Nesters. The well-to-do Cosmopolitan Couples is a target group with incomes between $60,000 and $80,000 per year.

Family-oriented households represent just three percent of the market for new dwelling units in the Downtown Study Area. Households with children are now increasingly diverse and in many urban areas are largely non-traditional families, notably single parents with one or two children. Nontraditional families, which, starting in the 1990s, have become an increasingly larger proportion of all U.S. households, encompass a wide range of family households, from a single mother or father, divorced, separated or otherwise, with one or more children, an adult taking care of younger siblings, grandparent responsible for grandchildren, to an unrelated couple of the same gender with children. In the 1990s, the “traditional family household” comprised more than 65 percent of all American households. That demographic has now fallen to less than 22 percent of all American households (approximately 24 percent in New Rochelle).

Those traditional and non-traditional families with annual incomes above $80,000 per year are, in large part, dual-income households, with medical careers, academic positions, and middle- to upper middle management jobs and professionals in the financial and legal sectors. These households include Unibox Transferes, Full –Nest Suburbanites, Full-Nest Urbanites, and Multi-Ethnic Families.
The following development strategy is intended to provide the reader with a detailed and mapped description of the recommended actions to promote revitalization within New Rochelle’s Downtown. For each of six Downtown districts proposed in the Downtown Overlay Zone, this chapter provides a description of recommended land uses, activities, public amenities and precedent imagery to help the reader visualize New Rochelle’s future. Many of the recommendations may be implemented by the City prior to the implementation of the Recommended Zoning Changes and others will only be possible if and when the Recommended Zoning Changes (Section 6) are implemented.
### Development Strategy

**Downtown Districts & Form Standards**

The Downtown Overlay Zone identifies six districts in the downtown area where the Recommended Action Plan calls for an optimal overlay district that would permit the highest densities in the Downtown Core District with decreasing densities for those districts further away from the Downtown Core. The table at the right outlines the proposed requirements for each district as well as two levels of higher density that can be achieved through a combination of large lot areas and greater lift heights. The proposed Downtown Overlay Zone also will offer additional density because of up to 20% height bonus for the Downtown Incentive Bonus for those applicants that provide certain public benefits outlined on pages 214 and 216.

#### District Form Standards

<table>
<thead>
<tr>
<th>District</th>
<th>Core District</th>
<th>Core District (20% BHI)</th>
<th>Core District (30% BHI)</th>
<th>Core District (40% BHI)</th>
<th>Core District (50% BHI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BHI (m)</td>
<td>BHI (m)</td>
<td>BHI (m)</td>
<td>BHI (m)</td>
<td>BHI (m)</td>
<td>BHI (m)</td>
</tr>
<tr>
<td>DOW-1</td>
<td>35</td>
<td>36</td>
<td>37</td>
<td>38</td>
<td>39</td>
</tr>
<tr>
<td>DOW-2</td>
<td>35</td>
<td>36</td>
<td>37</td>
<td>38</td>
<td>39</td>
</tr>
<tr>
<td>DOW-3</td>
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<td>37</td>
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<td>39</td>
</tr>
<tr>
<td>DOW-4</td>
<td>35</td>
<td>36</td>
<td>37</td>
<td>38</td>
<td>39</td>
</tr>
<tr>
<td>DOW-5</td>
<td>35</td>
<td>36</td>
<td>37</td>
<td>38</td>
<td>39</td>
</tr>
<tr>
<td>DOW-6</td>
<td>35</td>
<td>36</td>
<td>37</td>
<td>38</td>
<td>39</td>
</tr>
</tbody>
</table>

### REASONABLE DEVELOPMENT SCENARIO PROGRAM

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Residential (SF)</th>
<th>Commercial (SF)</th>
<th>Total (SF)</th>
<th>Reasonable Development Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOW-1</td>
<td>115,000</td>
<td>250,000</td>
<td>365,000</td>
<td>Promote downtown circulator transit investments</td>
</tr>
<tr>
<td>DOW-2</td>
<td>105,000</td>
<td>250,000</td>
<td>355,000</td>
<td>Promote additional pedestrian ways connecting this district to the Downtown</td>
</tr>
<tr>
<td>DOW-3</td>
<td>95,000</td>
<td>250,000</td>
<td>345,000</td>
<td>Encourage multifamily residences near transit, downtown and Montefiore</td>
</tr>
<tr>
<td>DOW-4</td>
<td>85,000</td>
<td>250,000</td>
<td>335,000</td>
<td>Create a medical and health care districts while promoting connectivity</td>
</tr>
<tr>
<td>DOW-5</td>
<td>75,000</td>
<td>250,000</td>
<td>325,000</td>
<td>Enhance New Rochelle skyline with tall and architecturally significant buildings</td>
</tr>
<tr>
<td>DOW-6</td>
<td>65,000</td>
<td>250,000</td>
<td>315,000</td>
<td>Promote &amp; expand Main Street &amp; North Avenue for boutique retail</td>
</tr>
</tbody>
</table>

### REVITALIZATION STRATEGIES

1. Create a medical and health care district while promoting connectivity.
2. Enhance New Rochelle skyline with tall and architecturally significant buildings
3. Promote & expand Main Street & North Avenue for boutique retail
4. Enhance transportation infrastructure, crime and public safety.
5. Promote & expand South Avenue & South Avenue for boutique retail

### PROPOSED DOWNTOWN OVERLAY FORM BASED CODE DEVELOPMENT BULKE RULES

<table>
<thead>
<tr>
<th>Required</th>
<th>Required</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Min. Frontage</td>
<td>Max. Frontage</td>
<td>Min. Side Yard</td>
</tr>
<tr>
<td>40 ft</td>
<td>100 ft</td>
<td>20 ft</td>
</tr>
</tbody>
</table>

### PRECEDENT IMAGES

- [Image of Downtown Districts]
Great placemaking is both a process and a philosophy, that helps unite people around a larger vision for a particular place. Catching the spark of placemaking ignites an exciting experience for a new collective vision, and the multiplier effect is tremendous.

Successful downtowns depend on the mix of shop-live-work-play options they have to offer, the planning that went into their design, and the beautiful architecture and green spaces that inspire interaction. These downtowns are well thought out, walkable and easy to navigate. There’s a range of flavors to be found in the mix of eateries and casual cafes, while a variety of shops, glossy off-Broadway productions, and family-friendly museums offer residents and visitors endless ways to spend their days. Buildings that have stood the test of time or showcase the edge of modern architecture add to the appeal, with parks and plazas allowing a break from the city scene.

Most of all, successful downtowns are made for people. Successful downtowns become an addiction people just have to go back to.

The Power of Place

The Millennial generation, who are coming of age with the introduction of the knowledge economy, were raised on shows such as Seinfeld, Friends, and Sex in the City, all set in safe, exciting, walkable urban places. These different aspirations for how to live showed where the next phase of development is going! The walkable urban future is built upon the emerging knowledge economy, and the experience economy.

- Chris Leinberger, The Marriage of Economic Growth and Sustainable Development

The Census Bureau estimates that the population of the Millennial generation (born between 1980-2000) was 74.8 million in 2014. This year, Millennials will increase in size to 75.3 million and become the largest population group in the country. This generation is characterized by diversity, creativity and a zeal for authentic experiences, giving rise to the emerging “experience economy” in which consumer decisions are driven by unique experiences rather than conventional products and services. These experiences are often captured by so called “third places”, social environments outside of the home and workplace such as parks, restaurants and cultural institutions. Downtown living encapsulates these trends, offering a wide range of interesting things to do and see. The Baby Boomer generation, another large segment of population, is also after authentic experience. After raising their families and living the suburban life, they are done with lawn movers and eager to soak-up the energy created by a walkable downtown. Downtowns offer easy access to destinations without the hassle of driving, as well as a wider range of housing options and price points than found in the suburbs, appealing to empty nesters and retirees looking to trade suburban homes for living more suited to their wants and needs. In a culture increasingly dominated by social media, downtowns offer an opportunity for face to face interaction and engagement.

Baby boomers more than any previous generation want to be close to the action, near all of the conveniences, and surrounded by people...They may have to sacrifice views of golf course and green expanses, but they will gladly trade them for the ability to get to a cultural event in just a few minutes or walk to restaurants, stores, and doctors' appointments. What urban downtowns, suburban city centers, traditional neighborhood development and transit-oriented design have in common is fulfillment of those boomers' desires to live in these activity zones, which are full of conveniences and culture, rather than on the fringes.

- Building for Boomers

For the first time in nearly two hundred years sustainable development equals economic growth. Places with a high quality of life have become the most economically productive places in the economy. Self-reinforcing places engage in the virtuous upward cycle of value creation.

NY Times: Real estate values in many walkable neighborhoods adjoining downtowns have outperformed car dependent suburbs.

Today’s walkable urban places make wonderful neighbors for the surrounding residential communities. Housing located in high-density suburban neighborhoods within walking distance to downtown centers see a 40 to 100 percent price premium on a price per square foot basis compared to similar houses just beyond walking distance (C. Leinberger). Residents of such areas live in suburban splendor but can walk to great urbanism— the best of both worlds. The price premiums and numerous consumer research studies point out that the pent-up demand is so great that it will probably take a generation to catch up with the demand, since in a good year, we add about 2 percent to the inventory of the built environment.
Walkability offers surprising benefits to our health, the environment, our finances, and our communities. It depends on scale, pattern, design, the mix and resources, and most of all, leads to more social interaction, physical fitness, diminished crime, increased wellness and increased property values.

Health Benefits
People living in “sprawling” non-walkable areas are more likely to be obese and suffer from associated illnesses such as high blood pressure, diabetes and heart disease. Living in a mixed-use community with the option to walk to all necessities complements a healthy, active lifestyle.

Environmentally Friendly
The ability to walk within a community or development is also important from an environmental perspective. When destinations such as work, home, shopping, restaurants and transit are within a quarter-mile to half-mile of each other, community members are more likely to walk instead of drive, according to information from the Urban land Institute. Less air pollution from less driving is not only correlated with cleaner air to breathe in, but also a healthier environment.

Time and Cost Efficient
Residents of mixed-use, walkable communities spend less time commuting when they have the option to walk wherever they need to go. Lower transportation costs equate to a lower combined cost of living.

Diversity
Mixed-use communities tend to include a mix of generations, incomes and housing types, leading to a more interesting area with character and charm.

Economic Benefits
A recent study by the EPA found that there is an inverse relationship between vehicle travel and productivity: the more miles that people in any given state drive, the weaker its economic performance (Kooshian and Winkelman, “Growing Wealthier”). Walkability has also been linked to stronger upward mobility as compared to more sprawling metropolitan areas (Talen and Koschinsky 2013).
Utilizing the Best Planning Principles in Focusing Density within Walkable Centers

The principles of promoting the highest density within 1/4 mile from the station and high density within 1/2 mile from the station are consistent with recommended best practices for downtown transit-oriented places.

The Neighborhood Center diagram (right) is based upon Clarence Perry’s “neighborhood Unit” from the 1930s and the nationally recognized planning principle that walkable communities typically occur within 1/4 mile & a 5 minute walk of a neighborhood center. At downtown areas with welcoming architecture, storefronts and pedestrian amenities, this distance can increase to 1/2 mile and a 10 minute walk.

Clustering density in walkable neighborhoods enables the creation of distinct districts of varying intensity each offering a unique character. This creates a diversity of experiences that enhances the overall urban fabric. Concentrating development within these neighborhood centers promotes walkability by focusing destinations such as parks, businesses, entertainment venues and civic institutions in close proximity to residents and visitors.

This document identifies the core of the downtown and its adjacent districts recommended for the future overlay zone. In addition, the document discusses gateway areas surrounding the downtown core, with recommendations for how those areas would benefit from the overall downtown vision to benefit the community as a whole.

A transect is a cut or path through part of the environment showing a range of different habitats. Biologists and ecologists use transects to study the many symbiotic elements that contribute to habitats where certain plants and animals thrive. In urban and regional planning, the transect defines a series of zones that transition from sparse rural areas to the dense urban core. Each zone is fractal in that it contains a similar transition from the edge, to the center of the neighborhood.

The 1/4 mile, 1/2 mile and 3/4 mile radius walking sheds represented by concentric circles, are placed over the Study Area to identify the placement of the densest areas of the downtown and its relationship with the other downtown districts.

Due to New Rochelle’s historic development patterns, the nature of its grid placement, current downtown synergies and location of the transit center, the center of the concentric circles has been moved from the transit center (typically the center of walking sheds) to Ruby Dee Park. It has been identified as the heart of the downtown, where the highest densities should be concentrated and its activation prioritized.

The intensity of the colors of the Districts Map change to demonstrate the transect-based planning strategy, and similarly, the colors are switched from purple to yellow when crossing over the “big divide” of New Rochella from “Downtown” to “Uptown.”

The “walking sheds” circles are also color coded, and help illustrate the relationship of the particular area of a zoomed-in detail with its downtown core. That way we never lose the sight of where the “Heart” is.

Many of the features of transect planning cannot be reproduced without a change to municipal ordinances, and any effort to implement the principles of the transect must be accompanied by code changes. Section 6 of this RAP introduces further Zoning Strategies.
Our Revitalization Toolkit
A Proven Approach to Revitalization

Based on community driven, socially, economically and environmentally responsible ideas, market opportunities identified by the experts, and RDRXR’s unique approach to engaging public & private property owners, this Toolkit demonstrates the best planning strategies of downtown revitalization.

Revitalization efforts must encourage a zoning system that empowers the community to reach its full potential. A truly successful approach to zoning must account for all of the elements of a thriving neighborhood.

Density, Diversity, Destination Accessibility, Distance to Transit and Design are all critical components of the built environment that must be addressed to create vibrancy. Adopting an optional form based code that prioritizes effective placemaking will foster a more vibrant and active downtown. Section 6 of this document outlines the principles of the Downtown Overlay Zone, a form based code that would provide needed development potential to property owners while ensuring a successful mixed use walkable environment. The proposal of this code would leave all property owners’ existing rights intact and offer an alternative to their existing conditions.

MIXED-USE BUILDINGS
Incentivize mixed-use buildings within neighborhood centers to promote economic sustainability.

CENTERS
Establish neighborhood mixed-use centers within a five minute walk from each other, promoting economic vitality & pedestrian walkability.

ACTIVE FRONTAGES
Line commercial streets with storefronts and frequently spaced doors and windows to promote pedestrian activity, commerce and a safe, walkable environment.

ANCHOR USES
Consolidate lots and incentivize development of anchor uses that will generate pedestrian activity, commerce and employment.

COMPLETE STREETS
Establish street design standards that embrace the needs of pedestrians, vehicles, safety, emergency services and the environment.

TRANSIT FRIENDLY
Enhance transit connectivity between commuter rail, buses and compact, walkable neighborhood centers.

CIVIC SPACES
Create civic spaces that encourage walking, gathering and community engagement and walkability.

CONNECTED NETWORKS
Promote a connected street and pedestrian network to achieve healthy walkable communities & reduce traffic congestion.

DISTANCE TO TRANSIT AND MULTIMODAL TRANSPORTATION
Set clear design guidelines to set high standard for sites, civic spaces, green design, building and storefronts.

QUALITY & SUSTAINABLE DESIGN
Locate off-street parking at the rear and side of buildings to maintain continuity of the sidewalk and storefront experience.

REVITALIZATION TOOLKIT & STRATEGIES

Unified Development Approach™
(UDA)
Crowdsourced Placemaking (CSPM)
Market Opportunities
SEQRA & Zoning

= IMPLEMENTATION

DEVELOPMENT STRATEGY // Our Revitalization Toolkit
Development Strategy
Visual Guide

Section 5 illustrates, graphically maps and identifies community driven ideas, provides precedent images, identifying best planning tool-box strategies, strong market opportunities, and identifying the Recommended Action Plan’s proposed strategies and recommendations. Together, they form the basis for a Development Strategy, feasibility market studies, specific zoning overlay recommendations and a detailed SEQRA study of the Plan will further guide its implementation.

The following is a visual guide and explanation of graphics used to identify elements of the Development Strategy:

<table>
<thead>
<tr>
<th>VISUAL GUIDE FOR DEVELOPMENT STRATEGY MAPS AND STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Downtown District</strong></td>
</tr>
<tr>
<td>1/4 Mile, 1/2 Mile &amp; 3/4 Mile Radii (5, 10 &amp; 15 min walk)</td>
</tr>
<tr>
<td><strong>REVITALIZATION STRATEGIES</strong></td>
</tr>
<tr>
<td>(Strategy Listed)</td>
</tr>
<tr>
<td><strong>Approximate Location of a particular Revitalization Strategy</strong></td>
</tr>
<tr>
<td><strong>COMMUNITY-DRIVEN PLACEMAKING IDEAS</strong></td>
</tr>
<tr>
<td>(NR Future)</td>
</tr>
<tr>
<td><strong>MARKET-DRIVEN ECONOMIC DEVELOPMENT STRATEGY</strong></td>
</tr>
<tr>
<td>(Identified by icons below)</td>
</tr>
</tbody>
</table>

Precedent image typically demonstrates a particular strategy, identifies an existing opportunity, or visually demonstrates the intent of a particular goal described in more detail.
Development Strategy
Downtown Core (DoCo) - DO-1

The Downtown Core will create a regional destination for New Rochelle. The true urban center with architecturally significant buildings stretching up to 48 stories will create unparalleled vibrancy with shopping, dining, civic events and downtown living in the Downtown Core that will inform the world that New Rochelle is open for business! The heart and a soul of New Rochelle’s Downtown, DoCo provides an opportunity to create a true live, work, play downtown.

DoCo is the most vibrant downtown neighborhood, located within a few blocks from the New Rochelle Transit Center and Main Street. By utilizing best practices for placemaking strategies and leveraging adjacency to the busy Transit Center, this district should support the greatest variety of uses, promoting a range of residential, retail, hospitality, cultural and entertainment use. As suggested by the NR Future community, this area should become the Downtown Cultural, Retail & Entertainment hub for the City.

**Department Locations**

1. Train Station as City Gateway
2. Multi-modal Transit Center Improvements
3. Connecting the Downtown Core & Transit Center
4. Improve street level commerce at existing garages
5. Activate Ruby Dee Park
6. Library: An Asset to the Downtown
7. Promote & expand Main St. & North Ave for boutique retail
8. Activate Existing Civic Spaces
9. History Adds Character

**Legend**

- - - Study Area Boundary
- - District Boundary
- 1/4 mile radius (5 min walk)

**DoCo - Revitalization Strategies**

- Enhance the New Rochelle skyline with tall and architecturally significant buildings
- Promote Lawton Street as a regionally significant shopping destination
- Create a vibrant train station offering as the Gateway to New Rochelle
- Enhance multimodal transportation & parking opportunities at the Transit Center.
- Create a unique live-work-play experience at Ruby Dee Park
- Promote & expand Main St. & North Ave. as destinations for boutique retail
- Create economic value by redeveloping underutilized sites and performing walkability repair.

**DoCo - Market-Driven Economic Development Opportunities**

- Hotel
- Clothing / Shoes
- Office
- Food & Beverage Stores
- Entertainment / Recreation
- Books / Music / Sports
- Dining / Drinking
- Residential

**A Potential Build-Out Development Scenario**

Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
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<tbody>
<tr>
<td>Residential (Units)</td>
<td>1,500</td>
</tr>
<tr>
<td>Retail (SF)</td>
<td>200,000</td>
</tr>
<tr>
<td>Office (SF)</td>
<td>250,000</td>
</tr>
<tr>
<td>Other Commercial/Institutional/Cultural Uses (SF)</td>
<td>395,000</td>
</tr>
</tbody>
</table>
**Activating the Core**

The principles of promoting the highest density within 1/4 mile from the station and high density within 1/2 mile from the station are consistent with recommended best practices for downtown transit-oriented places. -Transit Oriented Development Smart Growth Study, Crosby, Schlessinger & Smallridge

Inspired by the transformed placemaking stories of Bryant Park, Discovery Green, and hundreds more, New Rochelle has an opportunity to recreate its downtown magic. This can be achieved by following the core principles of walkability and placemaking, in addition to the “four generators of diversity” that “create effective economic pools of use,” as Jane Jacobs advocated:

- Mixed primary uses, activating streets at different times of the day
- Short blocks, allowing high pedestrian permeability
- Buildings of various ages and states of repair
- Density

It is important to recognize and identify the physical boundaries of the core of the downtown. By rebuilding that core, allowing the most density and concentrating activities with the purpose of turning it from a location into a destination, the process of engaging the rest of the downtown can start and allow vibrancy to explode. The core needs to be healthy first. It will need a tremendous mix of uses and activities, residents with diversity of backgrounds and incomes, and multigenerational opportunities for live, work and play.

**THE POWER OF 10**

The “Power of 10” originated by the Project for Public Spaces is the idea that any great place itself needs to offer at least 10 things to do or 10 reasons to be there. These could include a place to sit, playgrounds to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities are unique to that particular spot and are interesting enough to keep people coming back. The local folks who use the space most regularly are the best source of ideas for what uses will work best.

The Power of 10 offers an easy framework that motivates residents and stakeholders to revitalize urban life, and shows that by starting efforts at the smallest scale you can accomplish big things. The concept also provides people with something tangible to strive for and helps them visualize what it takes to make their community great.

**EXPERIENCE + PLACES**

- OUTDOOR DINING / CAFE CULTURE
- FOODIE CULTURE
- ARTS CULTURE
- CAFE/TEA HOUSE / SALON CULTURE
- ENTERTAINMENT CULTURE
- ROOFTOP BAR / RESTAURANT
- HEALTH AND FITNESS
- JAZZ CLUB AND RESTAURANT
- FLOWER MARKET
- HISTORIC MUSEUM & CARTOON ART MUSEUM
The goal of a Transit Oriented Development (TOD) is to bring together people, jobs, and services designed in such a way to make it efficient, safe, and convenient to travel on foot or by bicycle, transit, or car. TOD is an opportunity for New Rochelle to carefully coordinate transit and in coming years the MTA East side access project with enable commuters to take the train from New Rochelle to both Penn Station and Grand Central Station.

Key strategies are based on leveraging New Rochelle's extraordinary transit infrastructure assets, with 4,312 riders/day, only 30 minutes from New York City's Grand Central Station, and serving both Metro North and Amtrak lines. The New Haven line is the busiest line in the country, and New Rochelle is the third busiest station on that line (behind Grand Central Station and Stamford).

Development on the triangular property situated between the NY I-95, railroad tracks, the overpass on Division Street and the existing garage, creates both an opportunity and an extreme challenge.

Cities get an opportunity to create the City entrance, an iconic gateway, once in a hundred years. The transit center area has opportunity to become the New Rochelle's iconic City gateway. A number of iconic buildings would be visible from many directions. A possible office building or a hotel would benefit tremendously from that exposure. The challenge of its location is in its location. It will be a heavy lift to work with all of the involved agencies responsible for permitting, as well as multiple stakeholders that will make sure that there are no or minimal possible disruptions for the service they offers.

"Unfortunately, despite significant capital outlay ten years ago, the current state of the train station and parking garage undermine the city's hard work to enhance its image both as a place to live and as a place to conduct business." - Andrew, NR Future member, April 15, 2015

"I believe that a modern, well-maintained, and inviting Transit Center may be the linchpin of a successful redevelopment downtown. New Rochelle's transit access to NY is second-to-none in Westchester, and only going to get better with coming access to Penn Station." - NR Future member

The existing parking garage at the transit center currently holds approximately 920 cars and County Bee Line bus terminal on the first floor. Typically, commuter parking is only utilized during peak commute times, falling vacant nights and weekends. Complementary uses which require parking during these off hours can benefit tremendously from the implementation of shared parking strategies. In addition, coordinating the train station with other multimodal transit opportunities can help support the downtown parking and downtown mobility. A downtown circulator, a proposed in Nelson Nygaard's "Traffic Circulation and Gateways to the City's Downtown" would connect downtown neighborhoods to multimodal options at the Transit Center. Ideas for a "Shuttle Service" and "Hop-on / Hop-off last Mile Shuttle" have received strong support from NR Future members. A downtown circulator in connection to the Transit Center will result in a more walkable and less car-dependent downtown.

Adding an additional level of parking and large scale retail to the structure would create additional economic development, and an opportunity to attract a major retail that would benefit from excellent visibility from major access routes. However, such proposals would require further feasibility and detailed engineering studies.
Multiple planning and economic studies highlight the TOD principles of capturing the value of transit and connectivity based on smart growth principles. The existing station is not connected to the heart of the downtown in a pedestrian friendly manner. Currently, a 920 car garage just next to the station makes it more convenient to drive to the train station than face the poor pedestrian conditions for even the most avid supporters of walking. La Rochelle, a 412 unit tower that acts as a wall between a station and the downtown, has an exit from their building to the Station Plaza South entrance, which channels about 800 residents directly to and from the station bypassing downtown and the chance to patronize shops on the way.

“The next real estate cycle will be defined by the rise of Walkable Urban Places (WalkUPs) and the fall of sprawl development. There is pent-up market demand for walkable urban development, where most daily needs can be met within walking or rail transit distance. The convergence of the rising Millennial generation and soon-to-retire Baby Boomers, half the US population on the forefront of demanding the walkable urban alternative, will happen in the walkable downtowns.”

–Chris Leinberger, the president of LOCUS and a Nonresident Senior Fellow of the Brookings Institution

Connecting the Downtown Core with the Transit Center

The Transit Center’s unfriendly approach deters walkability and its ability to entice visitors to stop at New Rochelle.

Throughout history, train stations were celebrated as important buildings shown off with pride, and their connectivity within the community clearly accentuated. In this historical image, the station seems more integrated with the City. Today, the station is hidden below walls and fences of structures raised in the past 50 years. The two pedestrian entrances are barely noticeable, poorly marked and lit, and devoid of grace and importance.

Existing entrance to New Rochelle Train Station.

The lighting/landscaping of this transit stop entrance shows dignity & care.

Existing entrance to the station with direct access to La Rochelle’s entrance to the building.

Existing entrance with unfriendly pedestrian connections with transit center.
“What makes a sidewalk safe is not its width, but whether it is protected by a line of parked cars that form a barrier of steel between pedestrians and the roadway.”

-Walkable City: How Downtown can Save America, One Step at a Time - Jeff Speck

Recommendation to activate the street along Huguenot St. garage (above) with storefronts, which could be created by converting the row of parking closest to the street into 20’ deep storefronts (below).

Recommendation to convert Huguenot St. to two way traffic with on-street parking.

Create walkable connections to the Transit Center.

Cut activated pedestrian way through La Rochelle with storefront retail and commercial space.

Convert Huguenot St. to two way traffic with on-street parking for traffic calming and pedestrian protection.

Line the existing garage on Huguenot Street with retail on first floor to activate the street.

Incorporate a new crosswalk with existing signalized crosswalk as a continuation of the direct connection to Transit Center.

Proposed view of direct connection to the station entrance on Bridge Street, viewed from Huguenot Street.

Existing view of La Rochelle at corner of Huguenot St. and Lawton St, looking North. The Transit Center is on the opposite side, accessible by walking around this property.
Let’s together create an uncommonly beautiful, completely integrated urban green space in the heart of New Rochelle’s downtown, to serve as a village green for the city, a draw and a source of health and happiness for community members and visitors, and a window into the incredible diversity of talents and traditions that enrich life in New Rochelle.

Human beings have a genetic tendency to seek connections with other living things. Parks are important providers of our connection to biophilia in urban settings. In the U.S. and Canada, more people visit zoos and aquariums than attend all professional athletic events combined. Health studies have shown that contact with nature offers a range of medical benefits including lower blood pressure and cholesterol levels, enhanced survival after a heart attack, more rapid recovery from surgery, fewer minor medical complaints, and lower self-reported stress. In children with attention disorders and in teens with behavioral disorders, contact with nature has resulted in significant improvement. Recent research suggests that exercise is more beneficial (leading to enhanced tranquility and more relief of anxiety and depression) when it occurs in natural settings, like parks, than along urban streets. The opportunity for “green exercise” is an important asset that city parks offer.

The existing Ruby Dee park is underutilized as it is surrounded by poorly-articulated physical space on most sides, while the library is a great asset on the South side. The residential towers are gated and do not engage the street or create opportunities for diversification of activities and placemaking.

The park would benefit from additional articulation of physical space, enclosure and diverse activities within and around it.

The existing Ruby Dee park is underutilized as it is surrounded by poorly-articulated physical space on most sides, while the library is a great asset on the South side. The residential towers are gated and do not engage the street or create opportunities for diversification of activities and placemaking.

The park during afternoon hours. Relocating the park more towards the South would mitigate its current challenges including long periods of shadows and not enough active storefronts surrounding the park.

The park during afternoon hours. Relocating the park more towards the South would mitigate its current challenges including long periods of shadows and not enough active storefronts surrounding the park.

The transformation of the park during winter months.

Water spraying plaza with music coordinated sprays and illumination at night will provide entertainment for all generations.

Seasonal markets, flower festivals, art happenings, food trucks, cookoffs and tasting all provide reasons for social gatherings or park visits.

Strategies for Achieving Great Parks

A number of practices, based upon the experiences of cities throughout the world, should be implemented to fully realize the potential of parks as active public spaces and catalysts of economic development. The most important strategy is to activate the park by providing amenities and activities to attract diverse groups of people during different seasons. The design of the park’s layout should provide flexibility for seasonal programming, e.g. making sure that the water spraying and illumination plaza for warmer months could be converted to an ice skating rink during the winter months; and a diversity features including seating areas with different character, both in shade and sun, spaces for social gatherings and activities like chess playing, spaces for winter markets, festivals or movie projections. Landscaping should foster a diversity of species and colors to tickle the senses, with a variety of blooming species that change during the year, and evergreen varieties to keep the green colors during the winter months. Treed areas at the periphery of the park with benches in the shadows allow for more open and sunny areas in the middle of the park.
The “Outer Park”

The park’s peripheral area, or “outer park,” is what successfully integrates the “inner” park into the city fabric. The attractions available on the adjacent streets, the lively character of these streets and sidewalks draw people to the area, giving the park a steady flow of users. This support is based on a diverse mix of uses, continuously activated frontages with storefronts and frequent doors, adequate lighting, as well as outstanding pedestrian amenities. The library, for example, is an important component of Ruby Dee’s “outer park.”

The Arts in the Park

Thematic programming can help to establish yearly events and accelerate interest. For example, The Green Park in Charlotte, NC is a literary-themed park with sculptures of giant books, pages and a walkway of sounds. Bright signs mark the intersections of author names, including “Emily” and “Bronte,” “Herman” and “Melville,” and “Alice” and “Walker.”

In celebration of New Rochelle’s 325th anniversary, 15 colorful 5’ high Fleur-de-Lys sculptures, each decorated by a local artist, are installed throughout the business district. New Rochelle was founded by French Huguenots, and part of their coat of arms was the Fleur-de-Lys, a stylized lily, which is now part of the City’s seal. The sculptures complement downtown’s emerging arts scene, as Council member Ivar Hyden stated: “The growing arts scene in downtown New Rochelle is a reflection of the City; diverse, energetic, passionate and welcoming.”

Development Strategy

- Work with the City and the County to determine ways to make Ruby Dee Park more open & inviting to increase its public use.
- Examine possibilities of relocating the Park to the south to create a sense of enclosure & vibrancy, & use transit as a catalyst for attracting visitors.
- Make management of the park a central concern.
- Develop strategies to attract people during different seasons.
- Allow and encourage creation of permanent kiosks.
- Acquire diverse funding sources.
- Design the park layout for flexibility.
- Consider both the “inner park” and “outer park.”
- Provide amenities for the different groups of people using the park.
- Create an identity and branding image for the park.
- Create attractions and destinations throughout the park.
Encouraging Pedestrian Connectivity

The built environment should provide its users with “responsive places”, settings that enrich their opportunities by maximizing the range of choices. Moving forward, efforts should be made to ensure a greater physical permeability of city blocks and provide a number of alternative routes from one point to another, while making them active and walkable at the same time.

People enjoy the flexibility of movement and choices of travel paths, with lots of different places to visit along their way or places that become go-to destinations. New Rochelle’s blocks in the downtown core vary in width from 160’ to 250’ and in length from 590’ to 880’. By creating new streets or pedestrian ways cutting through New Rochelle’s Downtown Core blocks, running east-west, the ability to create more active frontages and places for people to walk to and walk by is much greater. It will also help in creating service areas without compromising the streets, and clustering of activities, such as specialized markets or more intimate restaurant clusters and specialized shops. It would also create an opportunity to make green ways and pocket parks, refuge spaces for resting and a break from a busy day and city crowd. See Improving Pedestrian Connectivity in Section 6 for more details.

“The fronts of the buildings should be adequately “porous and deep” to attract both walkers and lingerers.” - Jan Gehl, “Cities for People”

“Porous” in the context of urban design and placemaking means to provide enough glazing and doors, proper interior lighting and any other measure to better connect interior with the exterior. It is important to be able to see in, receive the light from within, and sense more activity and presence of other people, “eyes on the street”. It also creates interest and satisfies our natural curiosity.

“Deep” refers to the degree to which facade provides opportunities for shelter, leaning, sitting, and how effective the design is at blurring the distinction between public and private while drawing out the experience of entering and exiting. Outdoor dining and sidewalk displays are perhaps the most common and impactful contributions to a deep facade. Awnings can help too, as they provide refuge from weather and sun, and can provide the shopper with the feeling of already being inside the store. Awnings that are almost low enough to touch are most common to all of the best places around the world.

“Deep” facades are also those that are thick, or appear to be thick. The effect of thickness creates an instant character, added detail, play of shadows, and interest we are attracted to.

People love seeing other people and be part of the urban energy. All of these strategies play a part in successful placemaking.

Great places depend on pedestrian activity. Pedestrian Propulsion, a term coined by Steve Mouzon of the Original Green, is a characteristic of a street that entices people to walk further than they otherwise would on lesser streets, propelling them along the way. The opposite is Pedestrian Obstruction, the phenomenon of shopping center parking lots, where the pedestrian experience is so bad that we all get in our cars to drive from the Old Navy to the Best Buy. Addressing street enclosure is important, together with including diverse mix of uses, continuously activated frontages with storefronts and the frequent doors, adequate lighting, character building details, perception of activity and viability, good lighting and places to enter into, rest, eat, socialize, and come back to.
### History Adds Character

“The Downtown’s sweeping history from Huguenot settlement to affluent suburban City, is evident in its downtown architecture.”  
—Historic New Rochelle; the New Rochelle Business Improvement District (BID)

The Pioneer Building at 14 Lawton Street is one of several historic buildings still standing in downtown New Rochelle, dated approximately 1897 and listed on the National Register of Historic Places. The building was built in the Italianate style, popularized in the United States by Alexander Jackson Davis in the 1840s as an alternative to Gothic and Greek Revival styles. The building first housed the New Rochelle Pioneer, a weekly newspaper established by William and John Dyott, active in New Rochelle from 1860 to 1920. Currently, the building is occupied by a medical office on the first floor, with curtains pulled up for privacy. One way of activating the storefront would be to reorganize the front of the space to extend the permeability of the space, or if not practical for the operation of the business, to share a tenancy space with another use more suitable for storefront. The southern wall of the building doesn’t have any openings and would allow for infill. If the best use of the space is for an open space or the pedestrian alley, the historic brick wall can be used for projections or as a backdrop for other uses.

The National City Bank Building from circa 1906 is of significant character and historic importance and should be incorporated into downtown’s proposals. Henry Bacon, the architect of the national Lincoln Memorial, designed this Neo-Classical Revival style building to give the National City Bank a monumental presence, soon after he left the prestigious firm of McKim, Mead, and White. The building was later extended, as evidenced in the change in brick color along Lawton Street. The building can be re-purposed, and if rebuilt, its signature arches and brick facade should be kept.

### REVITALIZATION STRATEGIES

- Incorporate and protect historic buildings.
- Build upon the existing character.
- Regulate the percentage of transparency and active entrances for storefronts.
- Utilize adaptive reuse when economically viable.

### COMMUNITY-DRIVEN PLACEMAKING IDEAS

- Repurpose Armory as Community Asset
- Historic Storefronts
- Improvements to Existing Stores
- "Pioneer" Building (above), 14 Lawton Street circa 1897, Listed on the National Register of Historic Places, and the former Masonic Lodge, 451 Main Street circa 1901 (below) that could be incorporated into a newly created downtown active spaces.
Library: An Asset to the Downtown

The library is an essential anchor in the civic and cultural life of New Rochelle and its downtown. DrXr is currently in discussions with the library board to explore a range of options for integrating the library into a redeveloped downtown core. No decisions have been made at this time, however, proper configuration of the library in concert with other commercial, retail, civic and recreational uses is critical to the library’s continued importance as a major driver of activity.

Activate Key Streets & Civic Spaces

Division Street, Memorial Highway, Memorial Plaza & Lawton Street

Making downtown into a walkable, viable community is the essential fix for the typical American city; it is eminently achievable and its benefits are manifold. -Jeff Speck, “Walkable City - How Downtown can save America one step at the time”

Why isn’t Memorial Plaza achieving its intended vibrancy?
- No quality landscaping, outdoor seating, programming.
- Garage frontage is not activated and prevents people from walking north, creating a large stretch of uninteresting environment.
- Blank wall facing the plaza, no eyes on the street provided.
- Memorial St. is a one way street with 3 lanes, insufficient traffic calming and no on-street parking.
- Street enclosure has not been achieved (building-street ratio).

Successful plaza activated by the uses surrounding it, providing flexible space for programming: movie projections, festivals and concerts, outdoor dining, etc.

New Rochelle Public Library (below) would benefit from being located in the activated area of the downtown and Ruby Dee Park. By adding uses, storefronts and transparency to the ground floor, creating shared or pedestrian-only street at the “outer park”, the library would become attraction for both daytime and evening users.
DIVISION STREET looking North: eastern side of the street ceased to be friendly at this point (above). Walkability and vibrancy repair can be achieved by replacing the first row of parking (6 cars) with storefronts (below).

MEMORIAL HWY - BEFORE: A very long stretch of uninteresting walk and nothing to do (365') prevents people from walking unless they "must" travel along Memorial Hwy. from Huguenot St. to Memorial Plaza. This street is overly wide, not welcoming to pedestrians and should be narrowed.

MEMORIAL HWY - AFTER: By reducing the number of travel lanes, adding shallow retail uses in front of the parking garage, adding on-street parking and creating more active frontages, this street can become a more attractive and welcoming place.
Development Strategy
Downtown District - DO-2

The New Rochelle skyline will be enhanced by a range of 12 to 28 story mixed-use buildings. The larger footprint sites provide an excellent opportunity for larger national retailers. Anderson, Church, Division & Huguenot Streets provide transformative opportunities for office, retail and residential anchors that can add much needed activity to support the growth of downtown business activity. A viable downtown requires a critical mass of population at night and during the day to patronize shops and restaurants. DO-2 provides the greatest opportunity for the most significant mix of uses, enhancing the downtown ecosystem.

STRATEGY LOCATIONS

- Promote Main St. & North Ave. retailing
- Activate Anderson St. Plaza & retail
- Incentivize New Roc City street retail
- Pursue Garden Street Innovation Triangle Commercial
- Convert one-way to two-way streets
- Create North Ave. Gateway
- Increase Pedestrian Connectivity
- Celebrate the Arts in the Downtown West Arts District

LEGEND

- Study Area Boundary
- District Boundary
- 1/4 mile radius (5 min walk)
- Convert One-Way to Two-Way Streets
- Improved Pedestrian Ways

(DO-2) REVITALIZATION STRATEGIES

- Promote Main St. & North Ave. retail to include more small format and large format national retailers to create greater opportunities for all businesses in the downtown.
- Activate Anderson Street plaza with a multi-purpose civic space, retail event space.
- Incentivize new investment in New Roc City to improve its connectivity to street level pedestrian & retail activity.
- Pursue building medical office & bioscience or other commercial space at the Garden Street Innovation Triangle.
- Convert one-way portions of Main and Huguenot Streets to two-way.
- Create a welcoming gateway experience with buildings, signage and landscaping at Garden St./North Ave.
- Increase mid-block pedestrian connectivity to connect civic places, commercial destinations & parking facilities.
- Celebrate the Arts in the Downtown West Arts District.

(DO-2) MARKET-DRIVEN ECONOMIC DEVELOPMENT OPPORTUNITIES

- Office
- Clothing/Shoes
- Hotel
- Food & Beverage Stores
- Entertainment/Recreation
- Electronics/Appliances
- Health/Personal Care
- Books/Music/Sports
- Dining/Drinking
- Assisted Living
- General Merchandising
- Residential

A POTENTIAL BUILD-OUT DEVELOPMENT SCENARIO

Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.

<table>
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<th>RESIDENTIAL (UNITS)</th>
<th>2,900</th>
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<td>RETAIL (SF)</td>
<td>360,000</td>
</tr>
<tr>
<td>OFFICE (SF)</td>
<td>475,000</td>
</tr>
<tr>
<td>OTHER COMMERCIAL/INSTITUTIONAL/CULTURAL USES (SF)</td>
<td>887,000</td>
</tr>
</tbody>
</table>
Activating Main Street at Memorial Highway

Activating Division Street at Leroy Place
**Activating Anderson Street**

Flexible spaces and plazas, in conjunction with development projects, can serve as privately owned and maintained public space. Smaller “pocket parks,” with seating and landscaping, connect larger parks and create a linkage of green space. Linear “finger parks” as green east-west connections should be encouraged, as well as “green roofs”, or landscaped tops that help reduce building runoff and improve water quality.

The vibrancy and vitality of a plaza is directly related to the uses in buildings adjacent to the space. Active uses with visual transparency activate and enliven a by providing physical and visual amenities for plaza users. Conversely, blank and opaque walls, if not properly treated, can deaden a space.

The provision of abundant, well-designed, and comfortable seating is one of the most critical elements of public plaza design. Plaza designers should carefully consider the variety, dimensions, location, and configuration of seating with the intent to maximize opportunities for social interaction. Kiosks and open air cafes can provide valuable food service amenities to plaza users.

The current green portion of the Anderson St. plaza is raised to deter people from walking over it and creates a buffer from the street. By integrating the green space into usable space, providing on-street parking to shield plaza users from traffic, and activating the outer edge of the plaza, the City will gain another destination for downtown residents and visitors.

Preserving the east-west connectivity and views provided by Anderson Street is important for the activation of Lecount Place and viability of the East Downtown District.

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**Why isn’t the Anderson Street achieving its intended vibrancy?**

- No quality landscaping, outdoor seating, programming.
- No enclosure.
- Not enough active frontages.
- No on-street parking.
- Not enough daytime users.

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**Development Strategy**

- Create street enclosure.
- Create attractions and activity areas.
- Rethink the green space.
- Create daytime uses.
- Create outdoor seating areas for existing and new restaurants.
- Provide “eyes on the street” by including residential above retail.
- Enhance the character of the architecture to create interest.
- Provide active frontages with glazing and frequent entrances.
**New Ro’s Pops**

The intent of this initiative is the activation of spaces through the use of a broad range of diverse pop-up retailers, arts ventures, business enterprises, entrepreneurs, galleries, and other vendors as part of a dynamic downtown retail activation strategy.

Pop-up shops are taking over the retail world and rethinking traditional brick-and-mortar and big-box stores. Sighted as early as the 1990s in large urban cities such as Tokyo, London, Los Angeles and New York City, pop-up shops and pop-up retail are temporary retail spaces that sell merchandise of any kind. Just about every consumer product has been sold via a pop-up shop at one point in time. From art to fashion to tech gadgets and food, pop-ups are exciting because they create short-term stores that are just about as creative as they are engaging. And they come in all shapes and sizes.

The City of New Rochelle issued a Request for Proposals (RFP) through the Department of Development in April 2015, seeking creative and innovative proposals to establish, manage and operate outdoor pop-up retail facilities, potentially at one or two centrally located public spaces in downtown New Rochelle. The objective of this pop-up retail initiative is to mimic other successful open-air market spaces like Brooklyn Flea, Bryant Park and Union Square to generate positive downtown activity by introducing and publicizing different concepts, testing the market, serving as advertising for permanent store locations, and clustering similar or complementary vendors to exploit favorable market niches.

New Ro’s Pops, as the City provisionally dubbed the effort, would include an increased daytime and nighttime sense of vibrancy, safety and economic health downtown, increased economic viability, and an opportunity for businesses—especially local ones—to create functional and engaging spaces.

In addition to the initial intent and following the trends in the national market, these stores could be ideal retrofit storefronts for liners of the existing garages and other non-active street frontages.
Enhancement of the physical environment heightens the anticipation and enjoyment of life's daily activities, especially shopping, being entertained, and eating out. In the new world of retailing, this means that shoppers want to be entertained in an environment that provides a memorable and enjoyable experience. Providing this type of environment makes people more likely to visit, stay longer, and return often—the retail trifecta. Not providing it means that they will go somewhere else at the first opportunity.

New Roc City is an entertainment, retail and residential complex in the Downtown section of the city of New Rochelle in Westchester County, New York. It is located at 33 LeCount Place, between Main Street North and Main Street South. The center was built on the site of the former New Rochelle Mall which closed in 1992. Atop New Roc City, in the center of the arcade, is an amusement ride called the Space Shot. It is a 185' tall 8'i x 8' wide tower with 12 seats on a roller assembly attached to the outside of the tower. The ride is powered by hydraulic pistons and shoots riders to the top of the tower in less than 3 seconds, offering a stomach churning thrill, as well as brief views of the Long Island Sound and the surrounding areas. This huge complex consists of a Regal Cinemas multiplex and IMAX theater, bowling alley, 25-table billiards hall, electric go-kart track, a glow in the dark miniature golf course, an arcade with over 300 games and rides, a Marriott Residence Inn, a fitness center, eastWest Karate Jujitsu, an ice cream cafe, a Modell’s store, and a Stop & Shop Supermarket. The Lofts at New Roc apartment complex is also attached to the main complex structure by bridge and utilizing the parking for its residents.

The form of the west side of LeCount Place is similarly neglectful, and does not provide enough street continuity, enclosure, or activation.
RDRXR will explore possibilities for building medical office, bioscience or other commercial space at the Innovation Triangle downtown gateway. Create a memorable gateway experience at the crossroads of Garden Street & North Avenue through lighting, signature architecture & wayfinding graphics.

- Create a welcoming gateway experience with buildings, signage & landscaping at Garden St. / North Ave.
- Explore possibilities for building medical office, bioscience or other commercial space.
- Create pedestrian connections to transit and downtown area.
- Actively promote the downtown for companies seeking to relocate.
- Seek partners to create Community Benefits through training and employment.

**GARDEN STREET TRIANGLE AND GATEWAY**

**COMMUNITY-DRIVEN PLACEMAKING IDEAS**

**ENTREPRENEURIAL CULTURE**

**REVITALIZATION STRATEGIES**

- Create a welcoming gateway experience with buildings, signage & landscaping at Garden St. / North Ave.
- Explore possibilities for building medical office, bioscience or other commercial space.
- Create pedestrian connections to transit and downtown area.
- Actively promote the downtown for companies seeking to relocate.
- Seek partners to create Community Benefits through training and employment.
Celebrating the Arts in Downtown West

Go West to find the galleries, artists, performing arts and off-beat shopping and living in Downtown. This district celebrates its historical gems, funky vibe and connections to the Arts Communities in New Rochelle. Here you will find unique ethnic restaurants and storefronts celebrating the cultures and colors of this vibrant City. To promote the performing arts in the Downtown, the New Rochelle arts community should explore the buildings previously used for theaters and performing arts to create additional venues.

This district seeks to create a home and a destination for those who love the arts and want to be in a place where creative types can hang out together. This is where you can discover a new artist, hang out at your favorite coffee house and go to a poetry reading. This is the place offering urban living with great access to downtown parks, transit and workspaces.

LEGEND
- Study Area Boundary
- District Boundary
- 1/4 mile radius (5 min walk)
- Convert One-Way to Two-Way Streets
- Improved Pedestrian Ways & Storefronts

REVITALIZATION STRATEGIES
- Increase mid-block pedestrian connectivity to connect destinations.
- Convert one-way portions of Huguenot & Main Streets to two-way traffic with on-street parking to reduce excess driving, and improve retail & pedestrian safety.
- Incentivize performing and visual arts, art galleries, artist studios, and artist residences to create a hub for the arts in New Rochelle.
- Promote walkable street fronted by storefronts and active ground floor uses.
- Promote restaurants especially those offering outdoor dining to create a dining destination.
- Encourage lot aggregation to permit economically viable development.
- Establish shared off-street and on-street parking facilities to promote district redevelopment.

COMMUNITY-DRIVEN PLACEMAKING IDEAS

Downtown West celebrates the off-beat music store, an active nightlife, art galleries, a full spectrum of downtown living and an energy that will draw from throughout the region.

The historic architecture along Main Street is a natural draw for those who love the arts and those who want to live and work in a neighborhood that is connected to its heritage.
16 Restoring Active Streetfronts in Downtown West

This district is filled with dozens of buildings of distinguished architectural character that could be restored for new uses. One recent success story is the adaptive reuse of an Art Deco automobile dealership into Modern Restaurant. By reinvesting in existing building and adapting them to meet today’s modern needs, Downtown West can become a vibrant district celebrating its heritage.

AFTER: On Huguenot Street just west of Division, the street experience could be transformed by introduction of active storefronts, a mixed use building, converting this one-way street to two-way and shade provided by new street trees.

At the corner of Huguenot St & Centre Ave these two corner blocks would be significantly improved if multi-story buildings with active frontages such as storefronts were place along the sidewalk close to the street. This would create an important gateway from the Sycamore, West End and the Village of Pelham neighborhoods.

Adaptive Reuse of Buildings for the Arts Community

New Rochelle has a long history of celebrating the visual and performing arts, yet this community is still looking for a destination where affordability and a distinctive funky neighborhood can meet. The work started by the Business Improvement District and Columbia University has encouraged an arts community in the West End of Downtown. This Action Plan calls for the adaptive reuse of existing buildings at affordable costs to encourage the creation of artist lofts, art studios and art galleries.

New Rochelle’s Downtown West offers more affordable space than many areas of Brooklyn where artist’s have been priced out.

By focusing on second and third stories in downtown buildings, New Rochelle’s Downtown BD Artist Spaces Program can fill a key need.

By modifying the Downtown Business District zoning artist lofts and galleries could be incentivized to locate in the west end of Downtown.
Development Strategy
Gateway Transition Area - DO-3
Promoting Artisan Workshops, Higher Education and a Live-Work Community

With high visibility to those arriving from New Rochelle’s western entrance from I-95 and US1, the Gateway Transition Area offers excellent opportunities for artisan production, higher education, institutional employment, commercial and light industrial uses. This area could also offer affordable space for entrepreneurs and small artisan workshops looking to live and work in close proximity to the emerging Downtown West arts district. The buildings in this district will typically be between 2 and 5 stories, however with the maximum bonuses, a few large sites could reach as high as 10 to 12 stories.
Promoting Artisan Production in the Neighborhood

Creative placemaking seeks to help communities develop a stronger sense of identity, building on native cultural assets to create more cohesive, healthy, and resilient places. The deliberate integration of arts and culture into community development work brings arts organizations and artists to the table by using artistic interventions and new perspectives (beyond just aesthetics), sparking vitality and creating an environment conducive to new ideas, creativity, and social engagement. Successful use of creative placemaking requires making the PEOPLE (New Rochelle residents) part of the resilience equation work.

REVITALIZATION STRATEGIES

- Allow artisan production in mixed use and live-work environments.
- Provide diversity of housing options and building typologies
- Increase permeability of blocks for pedestrian traffic and increased connectivity for car traffic.
- Regulate frontages to activate streets.
- Parking should be screened and placed in the back whenever possible.

COMMUNITY-DRIVEN PLACEMAKING IDEAS

MAKER SPACE FOR ENTREPRENEURS

Promoting Live-Work Communities Near Downtown

The buildings along Main Street should provide active frontages to promote pedestrian character and improved retailing.

The triangular park and monument at the western gateway of Main Street and Huguenot Streets is an important gateway to the western edge of Downtown.

Artisan production uses should be encouraged to permit local workshops and light industrial.

Commercial, mixed-use, multifamily and flex-office buildings should be promoted.

Local artisans need space to grow their businesses & increase production.
Development Strategy
River Street Commercial District - DO-4
Creating a Regional Retail Anchor Destination

The East End is poised to capture both waterfront living and recreation uses as well as expand the retail anchor uses that are so critical to a vibrant and relevant downtown. The East End offers superb access to I-95 and Westchester County’s regional retail customers. With the conversion of River Street and Cedar Street to two way traffic and updated zoning to incentivize multi-story medium and large size office & retail anchors, New Rochelle could capture a much greater portion of the office market and offer more reasons to come to downtown New Rochelle. The buildings in this district will typically be between 2 and 5 stories, however with the maximum bonuses, a few large sites could reach as high as 10 to 12 stories.

COMMUNITY-DRIVEN PLACEMAKING IDEAS

GLOBAL MARKET
WALKABLE DOWNTOWN CULTURE
CLOTHES

(DO-4) REVITALIZATION STRATEGIES

Encourage redevelopment of sites for multi story commercial uses along Cedar and River Streets to build upon superb access to I-95 and the regional customer base.

Encourage retail, service and restaurant uses to complement the nearby Echo Bay waterfront redevelopment efforts.

Encourage educational & institutional uses including student living and educational employment opportunities.

Limit building height north of Huguenot St. to up to six stories to respect neighborhood character.

On larger sites, major retailers with structured parking should be encouraged in multi-story buildings to complement existing retail and hotel uses in the area.

Infill development should encourage office, service and medium to large format retail uses.

With easy access to I-95, mixed use commercial sites are encouraged to front on streets and place parking at the rear.

Encourage reinvestment in residential buildings to promote affordable downtown living alternatives for those who want to live near employment, transit and downtown amenities.

Encourage office, medical office and research & development uses to complement nearby educational & hospital uses.

Encourage indoor recreation & fitness uses.

A POTENTIAL BUILD-OUT DEVELOPMENT SCENARIO
Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.

<table>
<thead>
<tr>
<th>RESIDENTIAL (UNITS)</th>
<th>200</th>
</tr>
</thead>
<tbody>
<tr>
<td>RETAIL (SF)</td>
<td>370,000</td>
</tr>
<tr>
<td>OFFICE (SF)</td>
<td>325,000</td>
</tr>
<tr>
<td>OTHER COMMERCIAL/ INSTITUTIONAL/ CULTURAL (SF)</td>
<td>437,500</td>
</tr>
</tbody>
</table>
By promoting connections to nearby Montefiore Hospital and excellent access to public transportation, this area should become the medical office, mixed-use and wellness services district and serve as an important gateway to New Rochelle’s North End neighborhoods. These strategies build upon the North Avenue Corridor Studies and TOD Study by identifying a wide range of placemaking, transportation enhancement, revitalization and neighborhood preservation strategies. The buildings in this district will typically be between 2 and 5 stories, however with the maximum bonuses, a few large sites could reach as high as 10 to 12 stories.

Promote medical & health care uses near Montefiore Hospital
Promote transportation changes to shift traffic to Memorial and add on-street parking to North Avenue
Encourage multi-family residences near the downtown
Promote pedestrian connectivity to the downtown & transit center

North Avenue offers opportunities for mixed-use residential buildings over retail to serve those seeking an active lifestyle and easy access to downtown and medical campus employers.

(Do-5) Revitalization Strategies

Create a medical and health care services district while promoting connectivity to Montefiore Hospital and nearby transit service.
Encourage roadway reconfigurations to improve traffic flow and add on-street parking on North Avenue & shift significant portions of the traffic to Memorial Boulevard.
Encourage multifamily residences in close proximity to transit, downtown and Montefiore Hospital.
Promote additional pedestrian ways connecting this district to the Downtown and adjacent neighborhoods.
Promote downtown circulator transit investments to connect this district to the Downtown Core.

(Do-5) Market-Driven Economic Development Opportunities

Office
Health / Personal Care
Dining / Drinking
Residential

Clothing / Shoes
Food & Beverage Stores
Assisted Living

<table>
<thead>
<tr>
<th>Residential (Units)</th>
<th>250</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail (SF)</td>
<td>40,000</td>
</tr>
<tr>
<td>Office (SF)</td>
<td>200,000</td>
</tr>
<tr>
<td>Other Commercial/ Institutional/Cultural (SF)</td>
<td>672,000</td>
</tr>
</tbody>
</table>

Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.
Uptown - the Gateway to Downtown from the North End

The North Avenue Corridor is a critical corridor for creating a welcoming experience between residential neighborhoods of the North End and the civic and commercial destinations in Downtown New Rochelle.

The two North Avenue Corridor studies in 2010 and 2015 reinforce the importance of these transportation improvements, visual connections and commercial vitality. The recommended actions for the Wellness District immediately north of Downtown and the North of Lincoln District near City Hall both create a coordinated investment and redevelopment strategy for the corridor.

Due the construction of I-95 and Memorial Highway in the 1950’s, many of this area’s historic connections to the north and west were replaced by cul-de-sacs. It now suffers from poor east-west connectivity and most traffic is forced to use North Avenue.

The TOD Study recommended extensive infill development in this district, however if too much development is implemented in early phases, it could discourage necessary investment in the Downtown Core so critical to creating a sustainable plan for downtown vitality.

The 2015 North Avenue Planning Study recommended creation of a form-based code to encourage infill development along the corridor.
New Rochelle’s Medical and Wellness District

This district should encourage adaptive reuse and redevelopment to promote medical and wellness uses as the catalyst for neighborhood revitalization.

Class A offices will incentivize medical offices to create a center for health care facilities.

North Avenue at Burling Lane facing north has many transportation

North Avenue: This Medical & Wellness District can revitalize this aging district and provide a market to justify redevelopment and reusing older buildings. North Avenue should be redesigned to better accommodate on-street parking, turning lanes and buses.

An influx of modern apartments can serve the hospital employees.

Proposed character of medical research and office facilities.
Development Strategy
North of Lincoln District (NoLi) - DO-6
The Heart of Uptown

By leveraging this area’s civic anchors - Court House, City Hall and Police Department - as well as its close proximity to Iona College, this district should utilize its large parking lots at City Hall for evening uses such as restaurants. Build off of the emerging co-working space and encourage the creative class and freelance professionals to continue to grow the daytime population. The buildings in this district will typically be between 2 and 4 stories, however with the maximum bonuses, a large site could reach as high as 6 stories.

Strategic Locations
1. Encourage restaurants, retail & incubator office near civic anchors. Activate Anderson St.
2. Promote downtown circulator electric shuttle to connect to Downtown.
3. Encourage shared parking and redevelopment of surface parking lots and underutilized sites for commercial uses.

Legend
- Study Area Boundary
- District Boundary
- 1/4 mile radius (5 min walk)

(Do-6) Revitalization Strategies
- Encourage restaurant, retail & incubator office to complement the municipal and civic anchor uses and maximize evening use of large existing public parking lots.
- Promote downtown circulator transit investments to connect this district to the Downtown.
- Encourage redevelopment of surface parking lots and underutilized sites for commercial uses.
- Incentivize adaptive reuse of aging buildings.
- Provide diversity of housing options and building typologies.
- Increase pedestrian access and increased connectivity for car traffic.
- Regulate frontages to activate streets.
- Parking should be screened and placed in the back whenever possible.

A Potential Build-Out Development Scenario
Anticipated build-out potential that could occur under the proposed Downtown Overlay Zone with assumptions made based upon Market Studies, as referenced in Section 4.

<table>
<thead>
<tr>
<th>Development Opportunity</th>
<th>Residential (Units)</th>
<th>Retail (SF)</th>
<th>Office (SF)</th>
<th>Other Commercial/Institutional/Cultural (SF)</th>
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<td>100</td>
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<td>50,000</td>
<td>213,000</td>
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<tr>
<td>Artisan Production</td>
<td>Food &amp; Beverage Stores</td>
<td>Assisted Living</td>
<td>Residential</td>
<td></td>
</tr>
<tr>
<td>Dining / Drinking</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Community-Driven Placemaking Ideas

- Multi-Story Mixed-Use Loft Style Work Building
- Digital Learning Center
- Entrepreneurial Culture

This district should encourage active ground floor uses with transparent windows and upper stories with windows to provide "eyes on the street" safety. Buildings should be at least two stories in this district to create a sense of enclosure.
Uptown’s Civic and Professional Area

This neighborhood center should feature restaurants, neighborhood services, incubator office and professional services and a wider range of residential living choices to build upon the existing centers of civic activity.

City Hall, the court house and police station draw thousands of visitors a day. This activity should be captured by local shops and restaurants to create a new hub of commerce in Uptown.

Iona College and its students, faculty and staff offer an important client base for many local businesses.

Infill development along the North Avenue corridor can bring new retail and residential living choices while activating the street.

Bike lanes and crosswalks should be encouraged along North Ave.

Outdoor dining and shared pedestrian lanes should be encouraged.

Mixed-use buildings with distinctive architecture and active ground floor uses should be encouraged to create a more welcoming gateway district between the North End and Downtown.

Encourage on-street parking and shared parking to support businesses along the corridor.
SECTION 6: RECOMMENDED ZONING CHANGES & SEQRA
Recommended Zoning Changes & SEQRA

Strategy for Downtown

Section 6 outlines three steps for the City to take which will result in significant institutional investment in the Downtown. These recommendations have been generated to achieve the goals set forth in the Master Developer Agreement and documented throughout the previous chapters of this book. These recommendations have been produced by combining the significant knowledge, input and data collected by RDRXR in partnership with the City of New Rochelle with best-in-class planning principles and significant private development experience.

**STEP 1: EXISTING CHALLENGES**

**Acknowledge the Challenges to Significant Growth & Economic Development**

- Existing zoning permits in excess of 16 Million SF of development
- Existing development process is subjective and fraught with risk
- Investors seek a more streamlined and predictable development & approval process

Based upon these challenges, this Recommended Action Plan calls for the creation of one As-of-Right Overlay Zone for the Downtown Study Area.

**STEP 2: SEQR**

**Perform a State Environmental Quality Review (SEQR) Generic Environmental Impact Statement for the entire Downtown Study Area**

This Generic Environmental Impact Statement (GEIS) study should include recommendations and studies for:

- Proposed Zoning
- Commercial and Residential Market
- Traffic Improvements & Impacts
- Parking
- Schools
- Sewer
- Water
- Stormwater

Proposed Changes to Existing Zoning

Replace the Downtown Density Bonus, NB Transit Oriented Floating District and West Downtown Business Floating District with the Downtown Overlay Zone.

This new Overlay Zone will replace the existing overlays including the Downtown Density Bonus, NB Transit-Oriented and West Downtown Business Districts. By doing this, land use decisions will no longer be subjective and open to consideration by the City Council. Developers who choose to take advantage of the new Overlay will have an as-of-right condition and apply directly to the Planning Board to determine consistency with the new zoning and the SEQR Findings.

**STEP 3: DOWNTOWN OVERLAY ZONE**

Create an Optional Downtown Overlay Zone

Adopt a Form Based Code to realize placemaking goals and incentivize development around strategic centers & corridors

The recommended Form Based Code is guided by community goals, centered around five core placemaking principles and realized by applying specific implementation tools recognized as essential building blocks for creating a vibrant downtown. Key provisions will include:

- The underlying zoning provisions will remain for those who do not opt into the new overlay (page 201)
- Districts and Building Form Standards to ensure appropriate placement of buildings & height. (page 202)
- Regulating Plan to focus development around key centers, streets & pedestrian ways. (page 210)
- Downtown Incentive and Community Benefit Bonuses that establish incentives to develop and provide important public benefits. (page 204-206)
- A Permitted Uses Table offering flexibility to match the market. (page 212-213)
- Parking Standards to utilize the existing Central Parking Area Overlay (page 214)
- Urban Design, Storefront & Civic standards (page 216-219)

**View of Main Street Facing East After Redevelopment**

**View of Division Street Facing North After Redevelopment**
Step 1: Existing Challenges to Significant Growth & Economic Development

Step 1 of this strategy is to recognize the existing challenges to downtown economic development.

Downtown New Rochelle offers a blend of small lots from the 18th and 19th century that are increasingly incompatible with modern needs as well as a series of large scale redevelopments from the late 20th century that have left overly large blocks with poor attention to the pedestrian realm. The challenge for Downtown New Rochelle is to repair this urban fabric to make it both welcoming for pedestrian-oriented places and suitable for economically viable development.

The existing zoning in the Downtown Study Area is comprised of 15 different zoning districts. Each district has different use regulations, bulk area standards and access to use one of four different Overlay Zones each with its own set of subjective approval guidelines. This is not an uncommon occurrence for a Downtown as old as New Rochelle’s. Over decades as cities try to cause development and growth in economic activity they often change zoning to meet the direct needs of a specific site in a specific time and place. While this may have addressed the issue at the time, it has resulted in the accumulation of hundreds of regulated uses within the study area boundary in addition to the 15 zoning districts. Additional densities and height can be applied for with the use of the Downtown Density Bonus but a developer must make an application to the City Council in order to attempt to take advantage of it. The development approval process for density bonuses has become a subjective process to attempt to take advantage of it. The development approval process for density bonuses has become a subjective process.

It is recommended that the underlying zoning applicable to the Downtown Study Area remain in place and mostly unchanged to preserve existing property owner rights. However, in furtherance of the Recommended Zoning Changes (RZCs) contained in this Chapter, several Overlay & Floating Zones within the Study Area Boundary should be removed. These options will be replaced by 6 new optional overlay zoning districts within the Downtown Boundary should be removed. These options will be replaced by 6 new optional overlay zoning districts within the Downtown Study Area, the permitted development densities should be reallocated according to a more sensible plan to reinforce the historic centers of commerce and transportation corridors.

1. Excessive Zoning Regulation of Permitted Uses
2. Zoning does not address the important role of urban storefront continuity or placemaking
3. Excessive blank walls, discontinuous storefronts & barriers to pedestrian and vehicular connectivity
4. Lack of a coordinated vision for investment and development throughout the downtown
5. Lack of incentives to aggregate smaller parcels to create development sites suitable for economically viable development
6. Economically viable development requires greater flexibility to promote a full spectrum of building types - 5 story stick frame low-rise construction, 6 to 12 story mid-rise plank construction and high-rise steel and concrete construction
7. New Rochelle did not have a comprehensive community engagement process to fully understand the community desires for development in the downtown

By addressing the weaknesses of the existing zoning and creating appropriate incentives for existing property owners to opt in to the optional Downtown Overlay Zone, Downtown New Rochelle can realize its placemaking and economic development goals. By leveraging this updated zoning ordinance with the natural waterfront assets, interstate highway access, superb rail access, powerful market demand preferences and placing density around the existing centers of commerce and transit infrastructure, Downtown New Rochelle can claim its place as the most desirable downtown in Westchester County.

Existing Zoning Build Out

The Existing Downtown Density Bonus Overlay Zone could allow more than 16 million Square Feet of development now but very few developers have been able to successfully develop under it.

With over 16 million square feet of development permitted as a maximum build out of the existing zoning districts in the Downtown Study Area, the permitted development densities should be reallocated according to a more sensible plan to reinforce the historic centers of commerce and transportation corridors.

<table>
<thead>
<tr>
<th>Zone</th>
<th>Total Lot Sf</th>
<th>Permitted SF</th>
<th>Permitted SF with Bonuses</th>
</tr>
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<tr>
<td>C-1</td>
<td>949,989</td>
<td>546,452</td>
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<td>DB</td>
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<td>2,662,045</td>
<td>4,736,815</td>
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<td>DMU</td>
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<td>DUR</td>
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<td>82,097</td>
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<tr>
<td>TOTAL Buildout Potential Under Present Zoning</td>
<td>11,483,773</td>
<td>16,405,192</td>
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Step 2: State Environmental Quality Review (SEQR)

New York has one of the most rigorous environmental review processes in the country.

Step 2 of this strategy for Downtown is to complete a Generic Environmental Impact Study for the entire Downtown Overlay. This environmental review (SEQRA) examines all possible impacts from the implementation of the proposed land-use policies. Such studies include many of the items discussed in the RAP such as schools, traffic and parking but also address many other social, environmental and economic conditions. Topics include: Land, Water, Infrastructure, Noise, Air Quality, Historic & Archeological Features, Community Character, Aesthetic Resources, Community Resources such as emergency response, police capacity & school district impacts, economic analysis and cultural resources among others. If the City considers the implementation of the proposed Recommended Zoning Changes then a full SEQR analysis will be performed by the Master Developer in partnership with the City. This analysis will result in a full Environmental Impact Statement (EIS). The results of the SEQR analysis will then be used to further advise the revision of the proposed Zoning to ensure the best reasonable mitigation of any identified adverse environmental impacts.

This process is the most critical implementation step recommended in this Action Plan. This is the step that will determine what actually gets approved to be built throughout the Downtown. The results of the studies performed will be based upon densities and uses described throughout this book which the Zoning Overlay may be likely to cause to be developed over time. The total amount of development to be studied is shown to the right and has been calculated by combining market studies (detailed in Section 4) with best planning practices. The massing model shown on the following page was developed to be able to accurately measure the developable space and height of each potential building in order to best measure the impacts to the City. This development scenario will be compared to the “No-Build” Alternative in order to assess the impacts from this development directly. It is important to point out that this process, as in all of the processes used by RDRXR, is advisory and intended to produce the best overall results for the community and the redevelopment area. The development program is designed as a 10 year build-out and absorption for the Downtown. The Downtown Overlay Zoning Code, which would be available to all property owners throughout the downtown, is not limited to those properties controlled by RDRXR or local partners. This will ensure that all property owners who wish to participate in the redevelopment, now or in the future, will realize the increased opportunity that comes with the Zoning.

The densities described at the right and broken out by district in Section 5 of this document are the projected 10 year absorption potential for the Downtown Overlay Zone study area. In order for the densities studied to be increased, a developer will need to petition the City Council to re-open the Environmental Impact Statement. The City may at their own discretion decide whether or not to move forward in consideration of additional development. This ensures that New Rochelle can continue to grow in a controlled and regulated pace over the next several decades.

**SEQR DEVELOPMENT SCENARIO PROGRAM**

<table>
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<th>Category</th>
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<td>Retail (SF)</td>
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<td>Office (SF)</td>
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<tr>
<td>Other Commercial / Institutional / Cultural (SF)</td>
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<tr>
<td><strong>TOTAL PROGRAM</strong></td>
<td><strong>10,725,000</strong></td>
</tr>
</tbody>
</table>
Development Build Out Scenario

This illustration depicts the proposed Development Build Out Scenario to be studied for the Generic Environmental Impact Statement. It represents 10,725,000 GSF of development within the +/- 300 acre Downtown Overlay Zone Study Area. This development model represents a projected ten-year build-out of the market opportunity in Downtown New Rochelle. However, the final location of proposed development will be guided by the decisions of individual property owners.

This illustration depicts the proposed Development Build Out Scenario to be studied for the Generic Environmental Impact Statement. It represents 10,725,000 GSF of development within the +/- 300 acre Downtown Overlay Zone Study Area. This development model represents a projected ten-year build-out of the market opportunity in Downtown New Rochelle. However, the final location of proposed development will be guided by the decisions of individual property owners.
Step 3: **Downtown Overlay Zone (DOZ)**

Proposed Area for an Optional Overlay Zone

The Downtown Overlay Zone is proposed to have six districts. Each district will contain particular regulations and uses that are reflective of the nature and character currently existing and proposed to be allowed within it boundaries. Section 5 provided many details and maps for each proposed district. The recommended Downtown Overlay Zone District map is provided below:

**Create a Downtown Overlay Zone for the Downtown**

The Recommended Zoning Changes will be guided by the five core placemaking principles:
- **Diversity**
- **Density of Population & Activity**
- **Distance to Transit & Multimodal Transportation**
- **Design**
- **Destination Accessibility**

This plan calls for a new Optional Downtown Overlay Zone while maintaining nearly all of the underlying zoning provisions for the downtown as it exists today. Most property owners will see the inherent benefits of the Overlay Zone and choose to develop under this proposed zoning due to the current limitations of the existing zoning.

**The Optional Nature of the Form Based Overlay Zone**

This Recommended Action Plan calls for the creation of an overlay zoning district that would be available to property owners for use as an alternative to their existing underlying zoning. The presently existing zoning will remain in place until, and if, a property owner decides to redevelop their property under the new Overlay District. The Overlay zoning option, if adopted, in no way limits the rights of the owner to develop their property under the rules, regulations, conditions and rights of the property as it is zoned as of the submission of this Action Plan.

Even with the considerable conditions for economic, social and environmental protection that will be contained in the Recommended Zoning Changes (RZCs), property owners will choose over time to opt in because it will provide them the most sustainable and profitable path to development for them and the City. One significant difference from the optional Overlay and Floating Zoning which exists today, is that the use of the new RZCs will no longer be subjective. Applicants will choose to use the new Zoning in an as-of-right condition and apply immediately under the existing site plan review process with the Planning Board. If the City Council chooses to move forward with the RZCs they will be choosing to remove their current rights to grant density bonuses in favor of a highly regulated Zoning Code that lays out the specific nature of those bonuses and exactly what a developer needs to do to receive them. For this reason, the council will need to play an active role in the review and approval of the RZCs as well as claiming Lead Agency status under SEQRA.

**Underlying Zoning will Remain in Place**

The Recommended Action Plan calls for the existing underlying zoning throughout the entire Downtown Study Area to remain in place. Existing property owners would have the option to either develop under the existing base zoning standards or opt in to the Downtown Overlay Zone to realize the significant benefits of this new overlay zone.
**Downtown Districts & Form Standards**

**District Form Standards**

The Downtown Overlay Zone identifies six form districts in the downtown study area where the Recommended Action Plan calls for an optional overlay district that would permit the highest densities in the Downtown Core District with decreasing densities for those districts further away from the Downtown Core. The table at the right outlines the proposed requirements for each district as well as two levels of higher density that can be achieved through a combination of larger lot areas and greater lot frontage. The proposed Downtown Overlay Zone also will offer additional density bonuses of up to 20% height bonus for the Downtown Incentive Bonuses for those applicants that provide certain public benefits outlined on pages 204 to 206.
Downtown Overlay Zone

The Downtown Overlay Zone (DOZ) is designed to promote rapid redevelopment of the downtown according to the best practices of downtown development by introducing a form-based code. A form-based code prioritizes the proper form and placement of buildings to support the creation of vibrant places rather than the conventional overemphasis on the control of uses. This proposed optional overlay zone will reward the aggregation of property by providing three Downtown Incentive Bonus (DIB) levels for each of the six proposed overlay zones:

- Downtown Core District - DO-1
- Downtown District - DO-2
- Gateway Transition District - DO-3
- River Street Commercial District - DO-4
- Wellness District - DO-5
- North of Lincoln District - DO-6

Where property owners or developers can assemble larger sites by aggregating sites of greater lot area and street frontage, they can qualify for one of three Downtown Incentive Bonus levels that permit increasingly higher building heights:

- DOZ Base Requirement
- Downtown Incentive Bonus 1
- Downtown Incentive Bonus 2

Downtown Incentive Bonuses

When an applicant opts-in to the Downtown Overlay District by demonstrating compliance with the minimum lot area and minimum lot frontage for each district, applicants will become eligible for participation in the overlay district. Applicants can realize one of three DIB levels offering greater density, improved parking standards and greater flexibility of uses, in exchange for complying with the urban design standards to will improve the civic and economic vitality of the Downtown. The Downtown Incentive Bonus levels are:

Base Requirements

Applicants or cooperating property owners must assemble sites with a minimum street Frontage of 50 feet and a minimum Site Area of 5,000 SF to participate in the DOZ. All applicants must comply with:

- Regulation Plan & District Height standards
- A Streamlined Table of Uses
- Frontage Standards Designed Promote Active Pedestrian-Friendly Streets & Storefronts
- Parking Standards & Shared Parking Incentives
- Urban Design Standards

Downtown Incentive Bonus 1

To qualify for additional building heights, applicants or cooperating property owners must assemble sites with a minimum street Frontage of 100 feet and a minimum Site Area of 10,000 SF.

Downtown Incentive Bonus 2

To qualify for additional building heights, applicants or cooperating property owners must assemble sites with a minimum Frontage of 150 feet and a minimum Site Area of 30,000 SF.

Community Benefit Bonuses

This plan recommends additional Community Benefit Bonuses to entice developers to exceed the maximum heights regulated in the Downtown Incentive Bonuses by offering additional height and development rights in exchange for providing Community Benefits from a prescribed list of items within that Overlay Zone. The items outlined on the table on the next page will be finalized through significant communication with the public through the Crowdsourced Placemaking efforts detailed in Section 3 of this document as well as input from business and civic leaders and the staff and elected officials of the City of New Rochelle. This preliminary list of bonuses could help developers gain up to a 20% height bonus above the building height proscribed in the DOZ development category that the development qualifies. The total bonus amount will be measured by an associated point system giving more densities to items demonstrated to have greater public benefit either through popularity, difficulty or need.

The figure at the right demonstrates the Maximum Building Stories for each district with both Downtown Incentive Bonuses AND Community Benefit Bonuses. The numbers shown for each district demonstrate the highest number of stories that would be permitted if a property owner or group of cooperating property owners were to meet all of the site and urban design standards, the maximum Downtown Incentive Bonus 2 requirements as well as achieve the maximum Community Benefit Bonuses available.

An Example of How Bonuses Could Work

For instance, in the proposed Downtown Core District (DO-1) two adjacent 2500 SF properties, each with 25 of frontage, could cooperate to create a development site with 50 feet of street frontage and a 5000 SF lot to qualify to build up 8 stories. If these property owners work together with a third property owner to assemble 100 feet of street frontage and a 10,000 SF site they could qualify for the Downtown Incentive Bonus 1 and achieve up to 24 stories of development in this district. If these property owners were to provide artist galleries and artist lofts from the approved list of Community Benefits Bonuses and achieve the maximum bonus, this building could receive a 20% density bonus to permit a building of up to 28 stories.
Community Benefit Density Bonuses
Below is the list of Potential Community Benefits under consideration to achieve up to 20% Building Height Density Bonuses available for each district.

Potential Community Benefits to achieve Density Bonuses

- **Community Benefits**: Provide new community serving facilities including schools, libraries, community centers to earn Density Bonus points.
- **Cultural Arts Facilities**: Provide new studio, gallery, exhibition or performance spaces.
- **Sustainable Design**: Commit to design and construct a project to achieve LEED Green Building Council Leadership in Energy and Environmental Design (LEED) certification at any of the following levels: Silver, Gold, Platinum.
- **Pedestrian Bridge** across I-95 or the rail line.
- **Transit Center or Transit Improvements**
- **Beneficial Commercial Uses**: Provide a minimum of 100,000 SF of office and/or hotel with conference center use guaranteed by a covenant.
- **Historic Preservation**: Protection, conservation, or renovation of historic site or building element of historic quality.
- **Main Street/ North Avenue Preservation**: Maintain and enhance the overall architectural character of significant Main Street or North Avenue buildings furthering their purpose for pedestrian-scaled retail.
- **Pedestrian Way Improvements**: Provision of new public pedestrian ways that comply with the Downtown Pedestrian Plan or provide public pedestrian ways with active frontages linked to public access parking.
- **Additional Storefronts**: Provision of additional storefronts at Recommended Storefront streets in compliance with the Required Storefront standards.
- **Civic Spaces**: Provide civic spaces with access to the public at least 12 hours per day.
- **Excess Public Parking**: Provide Public Parking in Excess of that required for proposed uses and which provides a significant public benefit.

Community Benefits
Input from the community has indicated significant interest in ensuring that as many jobs generated by the development as possible go to local residents of New Rochelle, particularly the city’s disadvantaged. It is, therefore, recommended that the City launch a new comprehensive job training and placement program in connection with the development. RDRXR would recommend that the City procure a not-for-profit, mission-driven partner to administer the program through a competitive process via the issuance of a Request For Proposals (RFP). The program would be designed to provide local residents with the skills that they need to secure employment and then would work to place those trained in the program in jobs created throughout the development process, as well as in other employment opportunities found in New Rochelle. Through this program, New Rochelle would not only ensure that its citizens are well-positioned to take advantage of the economic activity to be generated by development, but would also signal to the marketplace a commitment to providing prospective employers with a well-trained workforce—an important attraction tool. Funding for the program could be covered by fees generated by development in the Downtown and elsewhere in the City.

In addition to the foregoing, RDRXR’s Recommended Action Plan also provides a number of other community benefits. For example, as described in the Community Benefits Bonus section, the overlay zone will provide developers with additional floor area at development sites as an incentive for them to create public goods, including arts and cultural space, community facility space, and public open space, as well as to preserve historic structures in the downtown. More information about the Bonus is provided on the chart on the previous page.

**City School District of New Rochelle**
WXY, a nationally known consulting and architecture firm specializing in Public school system analysis, was engaged by the City School district of New Rochelle to analyze several attributes of the district. Their analysis included a full understanding of the district’s needs and growth patterns including a full assessment of the physical plant of every building used for teaching students. This information is being used to produce a very specific capacity analysis. The second part of their study was to produce a student generation matrix accounting for custom child generation rates for new multi-family housing in New Rochelle using the American Community Survey (ACS) Public Use Microdata Sample (PUMS) file for the period 2009-2013 as well as specific data from the current New Rochelle Multifamily housing stock. This results of this report will be incorporated into the Draft Environmental Impact Statement in consideration of the DOZ.

**What is a Form Based Code?**

For Downtown New Rochelle to reach its full potential, an overlay zoning district should be crafted to help realize community goals, placemaking goals & incentivize development around strategic centers and corridors using a **Form Based Code**.

“A form-based code is a land development regulation that fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. A form-based code is a regulation, not a mere guideline, adopted into city, town, or county law. A form-based code offers a powerful alternative to conventional zoning regulation.

Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes are presented in both words and clearly drawn diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development, rather than only distinctions in land-use types.

This approach contrasts with conventional zoning’s focus on the micro management and segregation of land uses, and the control of development intensity through abstract and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios, traffic LOS), to the neglect of an integrated built form. Not to be confused with design guidelines or general statements of policy, form-based codes are regulatory, not advisory. They are drafted to implement a community plan. Ultimately, a form-based code is a tool; the quality of development outcomes depends on the quality and objectives of the community plan that a code implements.” - Form-Based Code Institute.

**How Form Based Codes Work**
Form-Based Codes are composed of Building Form Standards and Public Space Standards mapped to a Regulating Plan.

Building Form Standards regulate simple things like: how far buildings are from sidewalks, how much window area at minimum a building must have, how tall the building is in relation to the width of the street, how accessible and welcoming front entrances and where a building’s parking goes, etc.

Public Space Standards regulate the form of streets and squares. Effective standards create comfortable and useful spaces for many activities, including walking, bicycling, driving, public transit, and a community’s social life. They ensure that public space works for everyone, not just for the movement and storage of cars.

The different Building Form Standards and Public Space Standards are assigned to streets and blocks in a Regulating Plan. A Regulating Plan plays a key role in a Form-Based Code.
The proposed regulating plans depict six districts permitting a range of building forms, frontage types and building heights to reinforce the transect of landscape elements and built forms appropriate for each overlay district. The proposed table of uses streamlines the existing table of 230 uses into a series of compatible uses that better reflect the evolving uses appropriate in downtown settings. The code will incentivize public benefits in the form of additional civic spaces, public parking, cultural arts space and other benefits in exchange for additional density and building height in the downtown. The recommended parking standards are substantially consistent with the current Central Parking Area standards now in place, however the proposed standards also acknowledge the reduced parking demand required in the downtown core, the important role of on-street parking and the importance of shared parking standards.

To create a vibrant downtown environment, the proposed code will require and incentivize active frontages including storefronts, active uses, on-street parking, street trees, sidewalks and pedestrian-oriented signage. To code will require civic space design standards as well as architectural design standards for significant corners and terminating vistas to promote high quality urban design in the downtown.

COMMUNITY GOALS
- Mix of Incomes
- Multi-generational
- Accessibility to Range of Uses
- Millennials and Boomers Near where Action is
- Car Independence for Millennials and Boomers
- Downtown Cultural, Retail, Entertainment District
- Safety / Eyes on the Street
- Active Frontages/Public Realm
- Transit Accessibility - Train, Downtown Shuttle, Bus, Ferry
- Renovated Train Station
- Walkability, Bikability
- Improve Traffic Flow Downtown
- Local Job Creation
- Arts & Culture
- Branding Opportunities
- Sustainable Design

IMPLEMENTATION TOOLS
- Attainable Housing
- Compact Unit Design to Provide more Total Housing & Smaller Units that are “Affordable by Design”
- Mix of Complementary Commercial & Residential Uses
- Range of Housing Typologies including Studio, 1 & 2 Bedroom Apartments, Live-Work Units
- Increased Densities for Sites Providing Certain Public Benefits
- Building Placement Along Street to Promote Retail Commerce
- Active Frontages & Storefronts
- Parking Placement behind Buildings and On-Street
- Minimal or No Side Yards
- Shared Parking for Complementary Uses
- Reduced Parking Ratios in Walkable Environments
- Complete Streets Design Standards
- Pedestrian Streetscape Design Standards
- Transit Shelters Accessible by Walking & Biking
- Mid-Block Pedestrian Ways
- Connected Street Network
- Two-Way Circulation on Main & Huguenot
- Downtown Shuttle Service
- Design Standards to Promote Accessible Public Spaces
- Provision of Public & Civic Spaces
- Design Guidelines to Promote High-Quality Architecture & Landscaping

FORM BASED CODE
- REGULATING PLAN & DISTRICT STANDARDS
- STREAMLINED TABLE OF USES
- DENSITY BONUS INCENTIVES FOR PUBLIC BENEFITS
- PARKING STANDARDS
- ACTIVE PEDESTRIAN-FRIENDLY STREETS & STOREFRONTS
- URBAN DESIGN STANDARDS FOR BETTER URBANISM & CIVIC PLACES
Focusing Development around Centers & Corridors

The Draft Regulating Plan
This Draft Regulating Plan illustrates how six districts permitting a range of building forms, frontage types and building heights would reinforce the transect of built forms and landscape elements appropriate for the overlay district. For instance, along street frontages outlined in red, storefronts and frequent entrances would be required to promote commercial and pedestrian activity. The Draft Regulating Plan shown below also highlights where special architectural treatments for significant corners and terminating vistas. This map is intended to demonstrate the principles that would be defined in an ordinance, but it is not the Regulating Plan.

REVITALIZATION STRATEGIES
- Regulate uses and their location to better reflect the community and market needs.
- Provide architectural elements and civic spaces that create/add to community character.
- Create significant corners.
- Create terminated vistas.
- Regulate street typologies to support walkable environment.
- Regulate frontages.
- Regulate civic spaces.

Key Concepts for the Downtown New Rochelle Form Based Code

PUBLIC FRONTAGE
The sidewalk area along the street where pedestrians, street furnishings and street trees are encouraged.

TRAVELED WAY
The cartway where vehicles, bicycles, other forms of multi-modal transportation and on-street parking are encouraged.

PRIVATE FRONTAGE
The front part of a building where active uses including doors, storefronts and active uses are required or encouraged as well as the area where off-street parking is prohibited at street level within the first 20 feet behind the Build-To-Line.

All districts would typically require buildings to be at least two stories, buildings should be located within the Build-To-Zone near the sidewalk and restrict parking to the rear of lots.

FRONTAGE OCCUPANCY
To promote greater continuity of buildings and create a sense of enclosure along each street, a Frontage Occupancy will require a minimum percentage of occupancy by building facade to be built within the build-to-zone. This minimum percentage will typically require between 60% and 80% occupancy by buildings.

BUILD TO ZONE
A five to ten foot zone along the front edge of the property where the front of buildings are to be located to create a sense of street enclosure.
Proposed Table of Uses for the Downtown Overlay Zone

Much like many older cities throughout the Northeastern United States, the over-regulation of permitted uses in downtowns has resulted in a confusing array of regulated uses that are often out of step with municipal goals of being responsive changing market conditions. In many cases the intended purposes of these regulations have long been forgotten, while property owners find it difficult to tenant their buildings with the current uses in demand. At present there are 87 Permitted uses, 22 Accessory uses and 104 Special Permit uses within the Downtown Study Area.

The proposed table of principal uses to the right is not the final form of a table of uses, however it illustrates how this Downtown Overlay Zone should be a more flexible and market responsive approach that will result in a much higher occupancy and enhanced economic activity for the entire downtown. This Form Based Code approach to downtown recognizes that the building forms are more important than over-regulating uses. Healthy downtowns thrive on a broad mix of uses in individual buildings as well as a mix of use throughout each district.
Enhanced Parking Management Strategies

EXISTING PARKING STANDARDS
The existing parking standards in the Downtown Study Area includes the Off-Street Parking and Loading standards defined in Article XIV of the New Rochelle Zoning Ordinance as well as the Central Parking Area defined as an Overlay Zone in Section 331-85.2. It is recommended that the existing Off-Street Parking Standards remain in place throughout the underlying district and the Central Parking Area standards be removed from the underlying zoning. The current boundaries of the Central Parking Area are shown on the right.

RECOMMENDED PARKING STANDARDS
The Recommended Action Plan recommends that the standards in the existing Central Parking Area (CPA) should be expanded and absorbed into the new Downtown Overlay Zone. In general, the current CPA standards offer a modern approach to Downtown Parking and should be further refined for additional enhancements:
- Create a Downtown Overlay Zone (DOZ) Parking Area to include the Downtown Study Area as shown at the bottom right.
- Apply current CPA Parking Standards & enhance these standards as suggested in the list below to create a new Downtown Overlay Zone Parking Area.
- The following parking management & transit enhancement strategies should be considered in the Recommended Zoning Changes and future Parking Management Plan for Downtown:
  - Shared Parking Incentive Programs;
  - Incentives to provide on-street parking and give credit for this parking for those sites adjacent to the on-street parking.
  - Develop a Downtown Parking Management Plan;
  - Ensure all existing parking demand displaced by development is accommodated.
  - Explore allowing developers to buy out of certain parking requirements, with payment to a downtown parking & transit fund.
  - Prohibit Parking within 20 ft. of the sidewalk at the Street Level to create opportunities for continuous storefronts at primary commercial streets and avoid the physical “gaps” that lead to poor retail performance.
  - Promote conversion of ground floor garage space to retail use by exploring an IDA benefit program that freezes property taxes at or above pre-development levels.
  - Carshare Programs;
  - Rideshare Programs;
  - Attendant / Valet Parking;
  - Bicycle Sharing & Rental Programs;
  - Intercept Parking Facilities at the perimeter of downtown.
  - Downtown Transit Circulator with Electric Shuttle;
  - Wayfinding Systems to assist parking patrons to find parking;
  - Explore Dynamic Pricing models to maximize use of all available parking.

Changes to Existing Zoning

Remove Existing Overlays and Enhance Cultural Arts in Downtown Business

Proposed Changes to Existing Zoning

Replace the Downtown Density Bonus, NB Transit Oriented Floating District and West Downtown Business Floating District with the Downtown Overlay Zone.

This new Overlay Zone should replace the existing overlays including the Downtown Density Bonus, NB Transit-Oriented and West Downtown Business Districts. By doing this, land use decisions would no longer be subjective and open to reconsideration by the City Council. Developers who choose to take advantage of the new Overlay would have an as-of-right condition and apply directly to the Planning Board to determine consistency with the new zoning and the SEQRA Findings.

Downtown Business - Existing DB Residential regulations are overly restrictive and have not created the desired outcome

THE CURRENT DB RESIDENTIAL REGULATIONS ARE:

1. Property may be developed for the benefit of the local artist community. In furtherance of this effort it has been proposed that a Cultural Arts District be created. The natural arts community. The City has expressed strong interest in providing for and retaining its strong local arts community. In furtherance of this effort it has been proposed that a Cultural Arts District be created. The natural
2. The professional person or persons who inhabit the residence and no more than two nonresidents may be employed in the studio or office.
3. Such uses shall contain a full kitchen and bathroom in full compliance with the Building Code of the City of New Rochelle.
4. The minimum livable floor area for such uses shall be 800 square feet and in no case shall it exceed 2,000 square feet.
5. At least 300 square feet of residential floor area shall be provided for the benefit of the local Artist community.
6. Direct access between the residence and/or studio or office shall be provided for each resident within the residential or office use.
7. One sign, subject to the requirements of the City’s Sign Ordinance, shall be permitted.
8. Parking shall be required for the Retail Gallery Space at least 3 cars per 1000 square feet of space. Parking for the Residential Units shall be reduced to at least one space per 4 residential units.

Proposed Cultural Arts District Standards

The City has expressed strong interest in providing for and retaining its strong local arts community. In furtherance of this effort it has been proposed that a Cultural Arts District be created. The natural areas for the promotion of Cultural Arts overlap with the existing Downtown Business (DB) zoning district. As demonstrated in Section 5 there is significant opportunity to promote the growth, and success of the arts scene in New Rochelle. The DB Zoning should be revised to promote the availability of attainably priced residential, work and gallery space for the local Artist community.

The following are the Recommended Zoning Changes intended to promote this goal:

1. Property may be developed for the benefit of the local artist community through the Cultural District Program.
2. Property owner must register through the Cultural District Registration Program.
3. The Artist or Artists occupying the residential space must register through the City of New Rochelle Artist Certification program.
4. A minimum of 300 square feet of residential livable floor area must be provided per apartment.
5. A minimum of 50 square feet per unit must be provided as Work Space for the benefit of each residential unit.
6. The Work Space may be combined into larger shared spaces for the benefit of all or some of the residential units.
7. Retail gallery space may be provided for the benefit of the Residential Units. Minimum Retail Gallery Space shall be 100 square feet with a minimum of 10 linear feet of storefront. For every 100 square feet of storefront Retail Gallery Space provided for the benefit of the Residential Units an increase of 350 square feet above the allowable FAR for the property shall be given for Residential Use and Work Space.
8. Parking shall be required for the Retail Gallery Space at least 3 cars per 1000 square feet of space. Parking for the Residential Units shall be reduced to at least one space per 4 residential units.
Form Based Code
Promote Active Pedestrian-Friendly Streets & Storefronts

The recommended strategy for improving vitality in the downtown is to require and encourage construction of storefronts and frequent entrances along the most important streets. Red lines indicate street frontages requiring storefronts and frequent entrances, while black lines indicate street frontages encouraging storefronts and frequent entrances.

- Promote well designed Sidewalks, Lighting, Street Furniture and On-Street Parking.
- Establish a Build-To-Zone along downtown streets to reinforce the existing street wall, much like the strongest blocks of North Avenue and Main Street.
- Establish Streets Requiring Storefronts along the most important commercial streets as well as recommending storefronts on secondary commercial streets.
- Permit a wide array of building Frontage Types most appropriate for the street’s commercial character.
- Allow a wide array of edging elements to create pedestrian friendly yards through landscaping, fencing, walls, and courtyards.

Key Concepts for the Downtown New Rochelle Form Based Code

- Promote Active Pedestrian-Friendly Streets & Storefronts
- Promote well designed Sidewalks, Lighting, Street Furniture and On-Street Parking.
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- Allow a wide array of edging elements to create pedestrian friendly yards through landscaping, fencing, walls, and courtyards.

RECOMMENDED ZONING CHANGES & SEQRA
Urban Design Standards for Better Urbanism & Civic Places

- Require buildings to occupy 60 to 80% of the street and sidewalk frontage
- Terminating Vistas and Significant Corners
- Civic Space Design Standards

The proposed code should include definitions and standards designed to promote and require the placement of buildings along streets, facing sidewalks and within a prescribed Build-To-Zone that is typically 5 to 10 feet in width and it defines the Private Frontage for all buildings facing major streets.

Building Frontages

The form of buildings and their interaction with the pedestrian environment is at the core of form based zoning. The frontage, or that portion of the building that occupies the development space fronting on the public realm, i.e. the sidewalk, will be regulated in the zoning. Conditions such as the percentage of the building which must occupy the space along the public realm, the amount of glazing the building should have and the requirements to have active doorways and storefronts will all be included in the zoning. The zoning will also give incentives to existing buildings in order to encourage those buildings to renovate and create better and more active frontages. For instance Section 5 described allowing storefronts to occupy the ground floor of the existing parking structures in the downtown thereby continuing the active street wall and enhancing the pedestrian environment. Since retail may have a lower current value in the above described conditions than parking, economic incentives should be considered to entice building owners to participate.

Precedent images of buildings occupying 60 to 80% of the street frontage

Precedent images of an active pedestrian environments with sidewalks and storefronts.
Focusing Development around Downtown Transit Connectivity Strategy

A key strategy for reenergizing the downtown is initiating a new downtown circulator transit service. This service would connect downtown destinations, major employers, civic centers, downtown restaurants and retailers, and the transit center and further reinforce the pedestrian-oriented Downtown and Uptown Districts recommended in this Action Plan.

Until the 1950’s generations of New Rochelleans took the trolley Downtown up and down North Avenue and Main Street to shop, go to work and take the train to New York. This historic trolley route should be considered for future transit investment to connect people to jobs, shopping and their homes.

Properly designed transit shelters can encourage the typical visitor to downtown consider parking remotely or avoiding the use of cars all-together.

This map highlights the proposed alignment of the downtown circulator, major destinations, transit center and connectivity to existing nearby bus routes.

Properly designed transit shelters can encourage the typical visitor to downtown consider parking remotely or avoiding the use of cars all-together.
STEP 3: DOWNTOWN OVERLAY ZONE (DOZ)

Promoting Pedestrian Connectivity

The recommended strategy for enhancing pedestrian connectivity is to expand the network of sidewalks and pedestrian ways in and around blocks throughout the downtown. The dotted lines represent proposed pedestrian linkages while the thick lines represent key pedestrian corridors.

Form based codes are meant to address the public realm in a way that traditional zoning does not. One of the most important items regulated by form based codes is pedestrian connectivity. The code should regulate the position of the building in relation to the walking paths defined by sidewalks and pedestrian ways. These regulated connections lead to and from transit, parking locations, green spaces, significant cultural anchors such as the Library and significant commercial anchors such as New Roc City. These connections help to create a comfortable walkable environment throughout the Downtown. As discussed in Section 5, walkability is paramount to the successful redevelopment of a Downtown. The new Downtown Overlay Zone should both require certain pedestrian connections and encourage others through density bonuses.

REVITALIZATION STRATEGIES

- Expand the network of pedestrian sidewalks throughout the downtown.

COMMUNITY-DRIVEN PLACEMAKING IDEAS

- Continuous pedestrian experiences are essential to a vibrant & commercially successful downtown.

- Redesigning intersections to promote shorter and more visible crosswalks will make it safer to walk in the Downtown.

- Mid-block pedestrian experiences in the Downtown Core can create opportunities for commerce, outdoor dining and placemaking.
Lowering Water Consumption

The Downtown should employ water efficiency techniques and standards to realize the GreeNR Sustainability Plan goals.

**RENEWAL STRATEGIES**
- Indoor water use efficiency - lowering water consumption reduces potable water consumption and unnecessary wastewater treatment.
- Low flow fixtures, fittings.
- Low flow appliances.
- Outdoor potable water reduction.
- Responsible planting.
- Requiring devices that automatically shut down irrigation systems during rain.
- Implementing Conservation Pricing in which the cost of a gallon of water increases with the quantity consumed.

**Outdoor potable water reduction.**
- Responsible planting.
- Requiring devices that automatically shut down irrigation systems during rain.
- Implementing Conservation Pricing in which the cost of a gallon of water increases with the quantity consumed.

- Use of secondary water sources for non-potable use.
- Use of captured rainwater.
- Recycled wastewater - grey water.
- Use of stormwater, foundation drain water & AC condensate.

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**RESIDENTIAL AVERAGE WATER USE**

**RENEWAL STRATEGIES**
- Increase pedestrian and vehicular connectivity throughout the community.
- Observe solar orientation.
- Implement passive solar elements.
- Install energy efficient lighting and appliances.
- Reduce heat island effect to lower need for cooling in summer.
- Encourage building and neighborhood energy production including Microgrids.

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**LIVING MACHINE® TIDAL WETLAND - IRRIGATION WITHOUT POTABLE WATER USE**

**RENEWAL STRATEGIES**
- Reduce energy use by lowering greenhouse gas emissions.
- A vibrant, walkable downtown center with multimodal transportation options including bus/shuttle connections, would allow for significant savings in energy use and greenhouse gas emissions. Active green spaces along with pedestrian and bicycle networks will reduce automobile dependence and attract a class of environmentally conscious residents and employees.

**ENERGY EFFICIENCY**
- Buildings consume approximately 37% of energy and 68% of the electricity produced according to US Department of Energy. Energy efficiency is one of the easiest and most cost effective ways to combat climate change, clean the air we breathe, and reduce energy costs for consumers and businesses. Green buildings address energy issues in two primary ways: by reducing the amount of energy required, and by better managing energy performance in buildings. As world competition for the available supply of fuel heightens, the rate of return on energy saving measures improves. Electrical generation using sources other than fossil fuels reduces environmental impacts.

**ENERGY EFFICIENCY THROUGH PASSIVE SOLAR DESIGN**
- By observing solar orientation and designing the project with passive solar design we can take advantage of a building’s site, climate, and materials to minimize energy use. A well-designed passive solar building first reduces heating and cooling loads through energy-efficiency strategies and then meets those reduced loads in whole or part with solar energy. Because of the small heating loads of modern buildings it is very important to avoid oversizing south-facing glass and ensure that south-facing glass is properly shaded to prevent overheating and increased cooling loads in the spring and fall. Operable windows are must-have elements found in passive solar designs. Properly sized roof overhangs can provide shade to vertical south windows during summer months. Other elements include: electronic sensing devices, such as a differential thermostat that signals a fan to turn on, operable vents and dampers that allow or restrict heat flow, low-emissivity blinds, operable insulating shutters. Thermal chimneys create or reinforce the effect of hot air rising to induce air movement for cooling purposes. Wing walls (vertical exterior wall partitions placed perpendicular to adjoining windows) can be used sporadically to enhance ventilation through windows.

**ENERGY PRODUCTION**
- Community resiliency grows by allowing and encouraging creation of energy production at the building and neighborhood level, creating Microgrids. Microgrids support a flexible and efficient electric grid, by enabling the integration of growing deployments of renewable sources of energy such as solar and wind and distributed energy resources such as combined heat and power, energy storage, and demand response.
**STEP 3: DOWNTOWN OVERLAY ZONE (DOZ)**

**Milestone Outline for the Recommended Action Plan**

This Milestone Outline is the tentative work & deliverable schedule for the Recommended Action which is subject to change based on access to information and coordination between the Master Developer, the City and all consultants. Key steps in this planning process include:

- **APRIL TO SEPTEMBER 2015** - Creation of a Draft Downtown Overlay Zone for consideration by the New Rochelle City Council
- **MAY TO DECEMBER 2015** - Preparation of a Generic Environmental Impact Study to evaluate the potential impacts and recommended mitigation for the Downtown Overlay Zone Study Area
- **DECEMBER 2015** - Potential Adoption of Draft Overlay Zone by the New Rochelle City Council

**Development Timeline**

**Typical Project Development Schedule**

Once the Downtown Overlay Zone is adopted by City Council, RDRXR and other property owners and developers could proceed to develop individual projects. This Typical Project Development Schedule illustrates a potential development schedule for a larger project.

**Concept Plan and Phasing for RDRXR Development on Municipal Properties**

Once City Council adopts the Recommended Zoning Change, RDRXR will provide the City of New Rochelle with a Concept Plan that will include a phasing program for the proposed development and/or redevelopment of the Municipality and its residents. This phasing will be subject to revisions and adjustments predicated on changing market conditions.

**CONSISTENCY WITH MASTER DEVELOPER AGREEMENT**

- Submit the co-created RAP to the City Council within six (6) months and thereafter make revisions as reasonably agreed to by the RDRXR Project Team and the City Project Team such that a final RAP and related SEQRA materials can be presented to City Council as soon as reasonably possible
- Establish a list of Milestone accomplishments and memorialize them into a Milestones Outline
IN PARTNERSHIP WITH

City of New Rochelle
City Mayor / Noam Bramson
Councilmember District 1 / Louis Tranquaggi
Councilmember District 2 / Albert Tarantino
Councilmember District 3 / Jared R. Rice
Councilmember District 4 / Ivar Hyden
Councilmember District 5 / Barry R. Fertel
Councilmember District 6 / Shari B. Rackman
City Manager / Charles B. Strome, III
Commissioner of Development / Luiz Aragon

And the New Rochelle Community