



# New Rochelle Downtown Revitalization Initiative Strategic Investment Plan

Mid-Hudson REDC | March 2019



Downtown  
Revitalization  
Initiative



**DRI**

CITY OF NEW ROCHELLE  
DOWNTOWN  
REVITALIZATION  
INITIATIVE

# CITY OF NEW ROCHELLE

## New York State Downtown Revitalization Initiative Strategic Investment Plan

Mid-Hudson Regional Economic Development Council

March 2019

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# Foreword

Business and development leaders worldwide recognize that vibrant downtowns with attractive public amenities and a high quality-of-life provide a catalyst for increased economic development, re-population (particularly by young professionals), and urban redevelopment. Recognizing this potential, Governor Andrew Cuomo launched a major new initiative in the spring of 2016 – the Downtown Revitalization Initiative (DRI).

The program’s success in the first two rounds, and the tremendous excitement it generated among other interested communities, led the Governor and the Legislature to include another \$100 million in the 2018 state budget for a third round of DRI funding. As in the previous rounds, each of the Governor’s ten Regional Economic Development Councils (REDCs) selected one community to receive \$10 million for projects that show the greatest potential to improve the economic and social vitality of their downtown areas.

Communities selected in Round Three include:

- |                                      |                                       |
|--------------------------------------|---------------------------------------|
| › Albany (Capital Region)            | › Lockport (Western New York Region)  |
| › Amsterdam (Mohawk Valley Region)   | › New Rochelle (Mid-Hudson Region)    |
| › Auburn (Central New York Region)   | › Owego (Southern Tier Region)        |
| › Downtown Brooklyn (NYC Region)     | › Penn Yan (Finger Lakes Region)      |
| › Central Islip (Long Island Region) | › Saranac Lake (North Country Region) |

The DRI process involves an innovative combination of community-based strategic planning, inter-agency project support and strategic leveraging of outside investments. The process starts with a Strategic Investment Plan that develops the key ingredients needed for successful downtown revitalization: a clear vision for the downtown; goals and strategies to accomplish the vision; and catalytic projects identified in the plan. The strategic planning process is led by Secretary of State Rossana Rosado and facilitated by staff from the Department of State Office of Planning, Development and Community Infrastructure, NYS Homes and Community Renewal, and Empire State Development. Based on the unique challenges, opportunities, and transformational projects identified in the communities selected, this collaborative, multi-agency effort also includes technical assistance from other state agencies, including but not limited to the Department of Transportation and Department of Environmental Conservation.

The DRI is much more than a \$10 million grant award. It serves a broader agenda for revitalization, growth, and transformation in ways that reflect the collective reimagining of the downtown and provides funding to help achieve that vision with a higher quality of life, amenities, and connection of place and community. The plans and projects also are



intended to leverage additional public and private investments within and near the downtown, building upon the regional economic growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identify projects that total in excess of the available DRI funds to ensure a continued pipeline of projects in the event that alternative funding becomes available or projects drop from consideration. The most transformative and catalytic projects identified by the community will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these communities are becoming vibrant centers where people want to live, work, experience life, and raise families. This high quality of life is a key driver of where businesses decide to locate.



**Downtown  
Revitalization  
Initiative**



## Executive Summary

The City of New Rochelle was selected in 2018 as one of 10 communities to receive \$10 million through the third round of the Downtown Revitalization Initiative (DRI). Throughout the DRI process, the City of New Rochelle, the Local Planning Committee (LPC), and the public collaborated to identify, refine, and finalize a list of projects to propose for DRI funding. These projects work harmoniously to further the vision, goals and strategies of the Strategic Investment Plan, provide economic opportunities, strengthen the city's infrastructure, and create an environment ripe for additional public and private investment.

In the last several years the City of New Rochelle has initiated a major transformation of its vibrant downtown, including a \$6.7 billion public-private initiative aiming to create 6,370 new housing units and more than two million square feet of new office space in a compact, walkable, transit-served, mixed-use downtown district. Most of these investments lay within the downtown, which anchors the DRI Area to the south. As these projects move forward, resulting in thousands of new jobs and attracting an estimated 13,000 new residents, new issues and opportunities have risen in the adjacent (and in some areas, overlapping) neighborhood, the Lincoln Avenue Corridor.

The City's DRI application was crafted around the understanding that as the downtown has blossomed, the need to reconnect the downtown to the Lincoln Avenue Corridor and neighborhoods to the north has become stronger than ever. In 2017, the City created and convened the Lincoln Avenue Task Force which helped the City identify priorities designed to leverage planned public and private development with the goals of transforming the area into a bustling live, work, and play environment while increasing connectivity between residential blocks and the downtown in order to overcome physical and perceived social barriers. As the City and the LPC, which played an integral part in selecting projects and crafting the Strategic Investment Plan, refined the list of projects to propose for DRI funding, they sought to understand how previous infrastructure projects have fractured local neighborhoods and focused on projects that link together to address these issues while promoting investment and economic opportunities in the Lincoln Avenue Corridor.

Several projects and ideas were submitted by the public through the New Rochelle DRI website Open Call for Projects portal. The DRI application identified a number of projects that were crafted by the Lincoln Avenue Task Force, in conjunction with the City. Together, this slate of projects was evaluated by the LPC for project eligibility, readiness, positive social and economic impacts, ability to meet the New Rochelle DRI vision, and whether the project could be fully funded through other sources. The LPC recommends nine projects that meet the vision, goals and strategies established by the LPC, City, and the public as part of the DRI process. These projects work together to provide \$19.8 million in investment, comprised of \$10.6 million in requested DRI funds and \$9.2 million of local leverage. The LPC also recommends seven projects to be included in the Strategic Investment Plan as important to downtown revitalization, but not to be considered for DRI funding. These projects total an additional \$14.4 million of investment in the DRI Area. Several of the projects recommended in the Strategic Investment Plan are infrastructure projects that are crafted to be implemented together with the intention that this substantial public investment will stimulate significant new private investment.

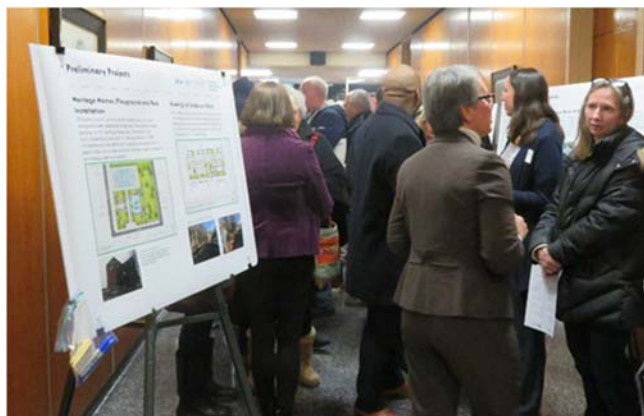
## Public Involvement

Community participation was essential to the development of the Strategic Investment Plan. Outreach methods included:

- › Numerous stakeholder interviews
- › Bilingual outreach materials
- › A robust project website
- › A public open call for projects
- › Meeting notice postcards mailed to approximately 2,751 residents and businesses in the DRI Area
- › Three public meetings (with Spanish translation available)
- › Five LPC meetings
- › Six LPC subcommittee meetings



Members of the public were also allowed to speak at the LPC meetings. Public comments and stakeholder interviews helped identify critical issues and opportunities in the DRI Area; draft the vision, goals and strategies; identify and form DRI projects; and assist the LPC in project selection. The LPC, which included members of the community and key stakeholders, provided guidance and advice throughout the planning process, assisted in engaging community members and disseminating information on the DRI, and evaluated and approved the projects identified in the Plan. Mayor Noam Bramson and Marsha Gordon, President of the Business Council of Westchester, served as Co-Chairs of the LPC.



*Public Meetings and Stakeholder Interviews*



## Critical Issues and Opportunities

Based on analysis of existing conditions, demographics, economic conditions, transportation infrastructure in DRI Area, interviews with community stakeholders, public feedback, and LPC discussions, the DRI process identified critical issues and opportunities in four distinct categories as follows.

### Accessibility

Accessibility is one of the city's most important assets yet also presents critical issues. The city's regional accessibility is one of its main attractions which has made the downtown ripe for reinvestment in the past few years. City residents and visitors enjoy easy access to I-95, downtown Metro-North service, Amtrak service and regional Bee-Line bus service. However, the Lincoln Avenue Corridor has long been physically, socio-economically and psychologically separated from the downtown by I-95. The construction of Memorial Highway further obstructed the Lincoln Avenue Corridor, creating safety and connectivity issues that have helped prevent the neighborhood from growing and realizing its full economic potential.

### Open Space and Recreation

The city needs additional open space to serve its growing downtown and attract new residents. Infrastructure and open space improvements in the Lincoln Avenue Corridor will serve existing residents while enticing new private investment to the area.

### Arts and Culture

The City recently created an Arts and Culture District, has been investing in public art projects, and now permits "createforce" live/work units in some zoning districts. Nourishment of the Arts and Culture District will continue to create jobs, attract young people, improve quality of life, and create an attractive downtown. A key challenge for the City is to ensure easy access from surrounding neighborhoods to the Arts and Culture District.

### Employment

Data in the DRI Area Profile and Assessment, as well as comments from public engagement, suggest that the DRI Area needs additional job training and entrepreneurial support. The City has made significant strides in encouraging new jobs and providing job training in the downtown. However, access to these opportunities is limited to neighborhoods to the north.

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## New Rochelle DRI Vision

*New Rochelle seeks to forge stronger physical, economic, and social linkages between the Lincoln Avenue Corridor and our burgeoning downtown. Through positive commercial, residential, recreational, and cultural development and revitalization, we will provide enhanced and equitable access to job opportunities, green space, human services, and multi-modal transportation, including safe and attractive pedestrian connections between the Lincoln Avenue Corridor and downtown. This strategy of inclusive growth and prosperity will accelerate and leverage timely private and government investments in a fashion that simultaneously benefits residents of the Lincoln Avenue Corridor and of New Rochelle as a whole.*

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### Goals and Strategies

**Goal 1: Expand and enhance multi-modal access to employment, cultural, and recreational resources by improving the safety, accessibility, and appearance of the streets between and within the Lincoln Avenue Corridor and the downtown, and by facilitating greater regional access through the New Rochelle Transit Center.**

Strategies:

- ✓ Provide additional connections between the downtown commercial and cultural districts and the surrounding neighborhoods through operation of a loop bus shuttle.
- ✓ Continue implementation of the City's Complete Streets policy, traffic calming measures, and network of bicycle facilities.
- ✓ Provide new and improve existing sidewalks, jogging paths, and other pedestrian connections.
- ✓ Enhance and improve New Rochelle's multi-modal transportation options.
- ✓ Use private and public resources to create green linkages to improve community appearance, add pedestrian amenities, and provide visual linkages.

**Goal 2: Build a healthier and more enjoyable community by creating new accessible public open space and by improving existing local parks and recreational uses.**

Strategies:

- ✓ Identify vacant or underutilized properties that can be used to create new public open space.
- ✓ Partner with private developers to provide new public open space or recreation opportunities.
- ✓ Continue implementation of the Lincoln Park Master Plan.

**Goal 3: Spur beneficial economic development by creating a positive investment climate that can attract private and public capital for mixed-use growth, including residential, commercial, institutional, and community service facilities.**

Strategies:

- ✓ Maintain and upgrade public infrastructure to support future growth and provide connections between the downtown and surrounding neighborhoods.
- ✓ Encourage co-working spaces to support entrepreneurs and provide incubator opportunities.
- ✓ Expand opportunities for job training and workforce development.
- ✓ Amend zoning in the Lincoln Avenue Corridor and nearby areas, outside of the Downtown Overlay Zone (DOZ), to foster mixed-use growth.

**Goal 4: Preserve the socio-economic diversity of New Rochelle by encouraging mixed-income residential growth at varying levels of affordability.**

Strategies:

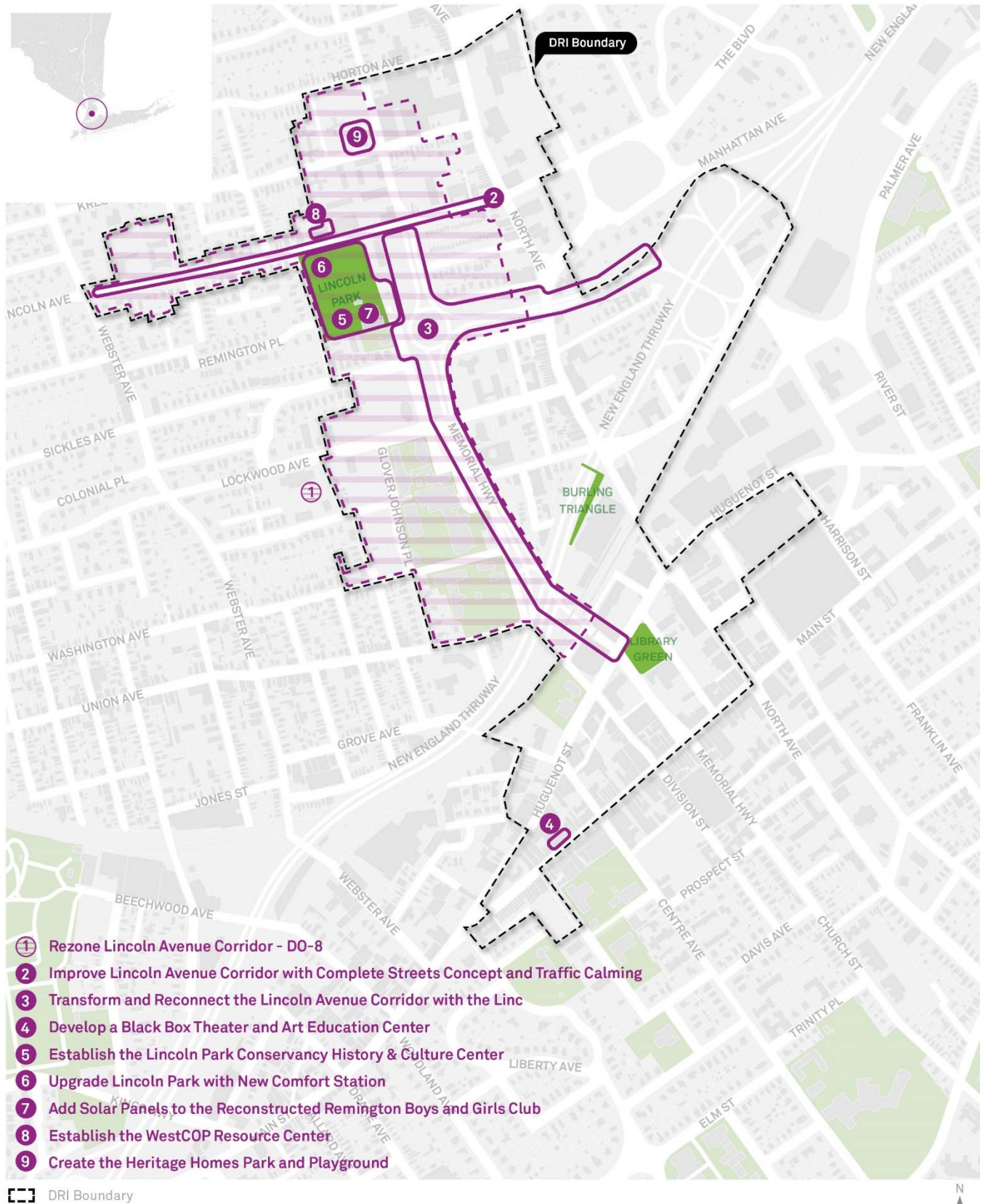
- ✓ Amend zoning outside of the DOZ to encourage mixed-income residential growth.
- ✓ Ensure residential growth, at all levels of affordability, is supported with access to open space and recreational opportunities.

**Goal 5: Enhance the cultural, artistic and historic assets of the community in a manner that reflects and celebrates the unique heritage and diversity of New Rochelle.**

Strategies:

- ✓ Prioritize heritage-focused initiatives that have garnered public input and support.
- ✓ Partner with non-profit and community organizations to celebrate and enhance the cultural, artistic and historic assets of the community.
- ✓ Identify additional opportunities to enhance the Arts and Culture District.





**New Rochelle DRI Project Map**



## Projects Proposed for DRI Funding

#	Project Name	Project Description	Responsible Party	Estimated Project Cost	DRI Funding Request
1	Rezone Lincoln Avenue Corridor - DO-8	Establish a zoning overlay (DO-8) to approximately 86 acres to encourage appropriate residential and commercial development.	City of New Rochelle	\$350,000	\$300,000
2	Improve Lincoln Avenue Corridor with Complete Streets Concept and Traffic Calming	Implement complete streets and traffic calming on Lincoln Avenue, between Memorial Highway and Webster Avenue, and adjacent streets.	City of New Rochelle	\$2,000,000	\$2,000,000
3	Transform and Reconnect the Lincoln Avenue Corridor with The Linc	Close and convert a portion of Memorial Highway to open space and trail space, restoring the neighborhood fabric and connecting the Lincoln Avenue neighborhood to downtown.	City of New Rochelle	\$8,800,000	\$6,000,000
4	Develop a Black Box Theater and Art Education Center	Develop a Black Box Theater and Art Education Center through a public/private/non-profit partnership.	City of New Rochelle	\$5,452,032	\$830,000
5	Establish the Lincoln Park Conservancy History & Culture Center	Develop a history and cultural arts center in the new Remington Boys and Girls Club to celebrate the rich heritage of the community.	City of New Rochelle	\$75,000	\$75,000
6	Upgrade Lincoln Park with New Comfort Station	Provide a comfort station in Lincoln Park to further the Lincoln Park Master Plan and serve the community.	City of New Rochelle	\$327,000	\$227,000
7	Add Solar Panels to the Reconstructed Remington Boys and Girls Club	Provide solar panels on the roof of the reconstructed Remington Boys and Girls Club to lower energy costs and contribute to sustainability.	City of New Rochelle	\$584,000	\$584,000
8	Establish the WestCOP Resource Center	Refurbish the WestCOP Community Action Partnership Center at 95 Lincoln Avenue to include a comprehensive resources center.	WestCOP	\$1,150,000	\$115,000
9	Create the Heritage Homes Park and Playground	Create park and playground after the demolition of the last of Hartley House buildings on the Heritage Homes site.	New Rochelle Municipal Housing Authority	\$1,113,941	\$500,000

## Management and Implementation

The City of New Rochelle's government has a strong and proven capacity for project management and organization that will help ensure the success of its revitalization efforts. Led by Commissioner Luiz Aragon, New Rochelle's Department of Development will build on the planning efforts during the DRI process and work together with other relevant City agencies, the public, and private and non-profit partners to implement the DRI projects identified in the Strategic Investment Plan.

In addition to the staff of the Department of Development, much of New Rochelle's success can be attributed to the strength of the existing private and non-profit organizations. The City will continue to partner with these organizations, as well as other DRI applicants, to implement the Strategic Investment Plan. Implementation of the projects will also require close coordination with City and State agencies including the New Rochelle Department of Parks and Recreation, the New Rochelle Department of Public Works, New York State Department of Transportation, and the New York State Thruway Authority.

Many of the DRI projects will also involve their own public participation process. For example, proposed rezoning and traffic calming activities in the Lincoln Avenue Corridor will need public input to determine the full scopes of these projects. Design of The Linc and corresponding changes in traffic patterns will also go through a transparent and thorough public involvement process to ensure a successful project. Some of the DRI projects are subject to compliance with the New York State Environmental Quality Review Act (SEQRA) which requires further public input.





## DRI Area Profile and Assessment

The Downtown Profile and Assessment provides a snapshot of existing conditions as well as key constraints and opportunities in the DRI Area for the City of New Rochelle. The City has laid the groundwork for this analysis through significant investment in various planning studies and initiatives in the areas of economic development and land use planning. This document builds on this existing work, providing insight into the conditions of the DRI Area today and an understanding of the City's aspirations for its future. This document will act as a tool for New Rochelle to assess and prioritize the investment opportunities explored in detail in Chapter 5 of this Plan.

### DRI Area

The City of New Rochelle is centrally located in the southeastern portion of Westchester County. New York City, Stamford, White Plains, LaGuardia Airport, and Westchester Airport are all within 20 miles and within a 30-minute travel time of the DRI Area. New Rochelle's downtown is served by a variety of multi-modal transit services including Amtrak, Metro North, and Westchester Bee-Line bus service. As such, millions of people can easily and



affordably access the city to work, play, shop, or visit, while residents can enjoy easy access to rest of the region.

The DRI Area (see Figure 1) encompasses the Lincoln Avenue Corridor and a large swath of downtown New Rochelle. This unique boundary was chosen to include a diverse array of cultural, residential, commercial, transportation and community resources, as well as to capitalize on the need to enhance the linkages between these distinct neighborhoods. The area was also chosen as an opportunity for revitalizing a lower-income section of the city ripe for commercial investment and infrastructure enhancements. The Lincoln Avenue Corridor spans approximately a mile from Horton Avenue in the north to Main Street in the south. Its east boundary is the city's north/south spine – North Avenue. The DRI Area extends further east to Beaufort Place to include City Hall and then bumps out at the New England Thruway (I-95) interchange. The southern end of the boundary includes portions of the Downtown Overlay Zone (DOZ) and extends one block south of Main Street to Shea Place to include the future Green Garage, one of many planned developments in downtown New Rochelle.

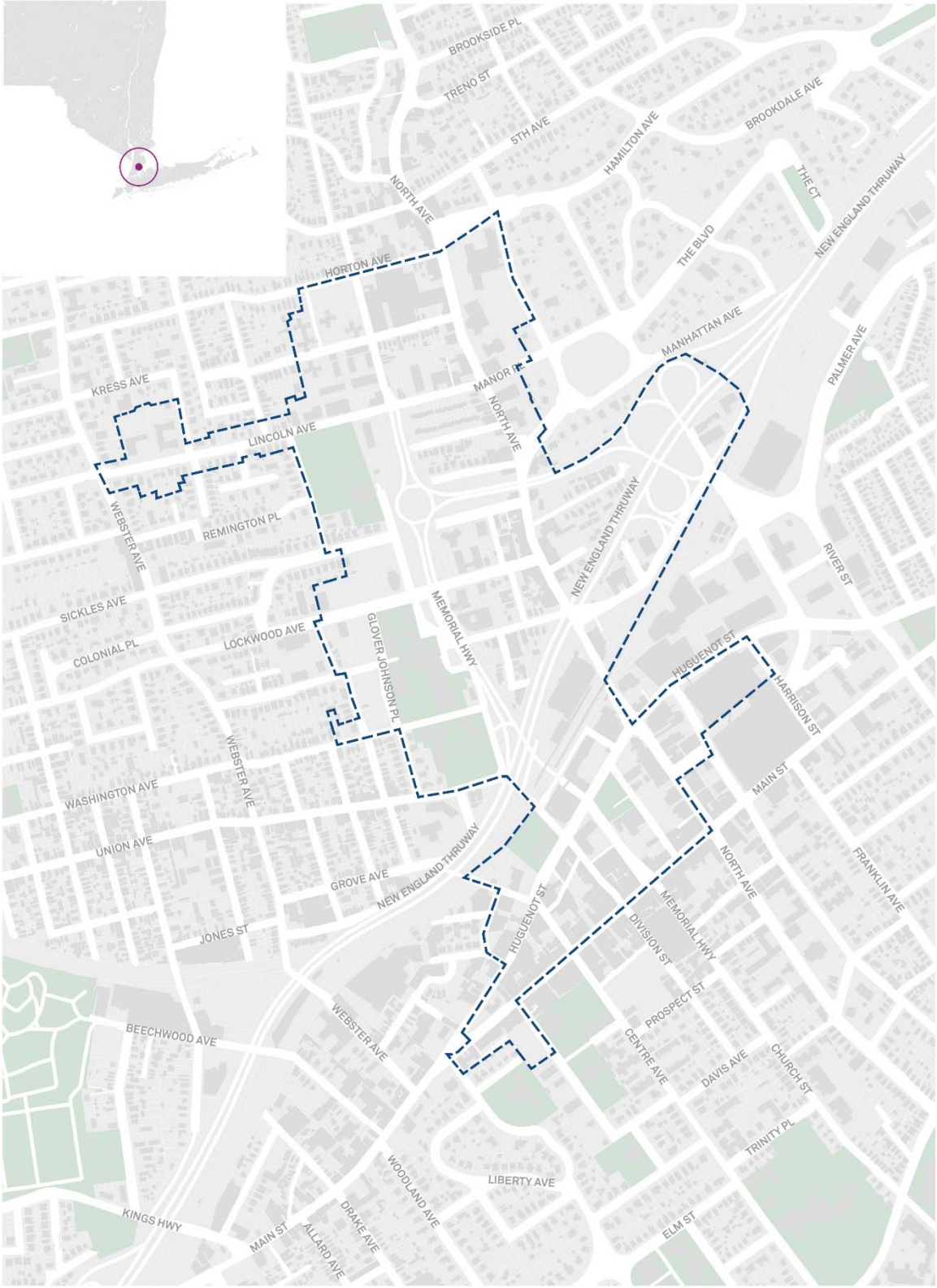
## Related Planning Efforts

The City of New Rochelle has invested significantly in planning studies and initiatives related to the DRI Area and the city-at-large, ranging from targeted studies to broader master planning and community development efforts. Together, these planning documents provide a window into New Rochelle's most prevalent needs and concerns, as well as aspirations for the city's future. The following documents are relevant to the DRI Area and informed the DRI application.

### City of New Rochelle Sustainability Plan, GreeNR, 2010-2030

GreeNR is a results-oriented document that identifies ten goals to further New Rochelle's sustainability efforts. These goals are:

1. Reduce energy use and greenhouse gas emissions by 20%;
2. Cut non-recycled solid waste generation by 15% and increase recycling rate to 50%;
3. Preserve natural spaces and restore inland water bodies;
4. Absorb or retain 25 million gallons of flood water per storm;
5. Decrease sewage flow by at least 2 million gallons in peak hours;
6. Build at least 95% of new housing near mass transit;
7. Open at least one additional mile of the Sound shore to the public;
8. Plant at least 10,000 new trees on public property;
9. Create a comprehensive walking and bicycling system; and
10. Subscribe at least half of all households to the City website.



New Rochelle DRI Project Boundary Map  
(Figure 1)

 DRI Boundary



### **Transit Oriented Development Smart Growth Study, 2014**

Prior to the Comprehensive Plan, the City undertook a study to look at identifying areas within the city where significant development opportunities exist and new mixed-use development would help enhance downtown and existing neighborhoods. The Plan highlighted streets and pathways that could serve as primary corridors to the New Rochelle Transit Center in the downtown for both existing and new development districts. This included improving the environment around the Transit Center to create additional opportunities for streetscaping and open space enhancements.

### **New Rochelle Comprehensive Plan, EnvisioNR, 2016**

EnvisioNR was completed in coordination with three associated planning projects: zoning code amendments, adoption of the Downtown Overlay Zone, and an update of the City's Local Waterfront Revitalization Program. By coordinating these efforts, the City ensured that land use recommendations developed for EnvisioNR were included as part of the environmental review process. This also guaranteed that the Downtown Overlay Zone was in accordance with comprehensive plan objectives and coordinated with the LWRP to ensure that the city's waterfront received a specific focus. Specifically, the key concepts to this plan included higher density development in the downtown, moderate impact development to the neighborhood commercial clusters and neighborhood enhancement and protection in the low density residential neighborhoods. In addition, EnvisioNR integrated environmental principles from GreeNR, the City's sustainability plan.

### **New Rochelle Arts and Cultural District Master Plan, 2016**

The New Rochelle Arts and Cultural District Master Plan sought to identify goals and strategies to create a strong arts and cultural community by developing additional market exposure, public art, activities, events, and performance space. The area identified focused on the downtown and portions of the DRI Area. Goals of this plan included attracting a regional audience, protecting and growing arts and culture, promoting creative endeavors as an economic engine, celebrating the city's unique identity, and adding affordable options for creative people to work and live, and ensuring the district is inclusive. Nine strategies were identified, such as encourage black box performance spaces to support theater companies and culture and treat all public space as a canvas for events, public art, exhibits, and programs.

### **City of New Rochelle Complete Streets Study and Design, 2017**

The City adopted Complete Streets and Sustainable Complete Streets Policies in 2012 and subsequently developed a Complete Streets Study and Design for key areas of the city, including Lincoln and North Avenues. The plan identified existing conditions and provided conceptual complete streets designs for the different key areas.

## Urban Action Agenda Community Profile for the City of New Rochelle, 2018

The Urban Action Agenda Community Profile for New Rochelle, one of 25 profiles developed by Hudson Valley Pattern for Progress to promote growth and revitalization in urban centers, was issued in 2018 to provide useful data to policymakers, residents, businesses, and community groups. The profile provides a community overview with assessments of population, housing, household income, employment, municipal budget, education, health, and quality of life.

## Affordable Housing Study, 2018

In 2018, Hudson Valley Pattern for Progress completed an affordable housing study that presents affordable housing policy options that could help address the city's current and long-term housing needs. The study details the broad benefits of affordable housing, analyzes housing cost burdens in New Rochelle compared to those in Yonkers and Mt. Vernon, inventories the existing affordable housing supply in New Rochelle, and suggests 12 strategies for expanding the supply of affordable housing and relieving cost burdens.

## Alignment with the Regional Economic Development Council Strategic Plan

The Mid-Hudson Regional Economic Development Council (MHREDC) prepared a Strategic Plan in 2011 with long-term goals and strategies for promoting employment and economic growth in the Mid-Hudson region. Revitalization efforts within the DRI Area support the goals and strategies of the 2011 Strategic Plan through the following:

- › Substantial mixed-use growth in the downtown and DRI Area is anticipated to result in an estimated 13,000 new residents, supporting MHREDC's goal to "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."
- › The on-going renaissance of New Rochelle's downtown supports MHREDC's goal to "support the revitalization of our urban centers as engines of regional prosperity."
- › Recent initiatives, such as the introduction of a bicycle share program, public access WiFi kiosks, and a varied housing stock located close to public transit, further the MHREDC goal to "make the Mid-Hudson region more attractive to young educated professionals."
- › The City of New Rochelle has forged unique relationships with arts and cultural organizations, developers, non-profit organizations, Montefiore Medical Center, and other organizations, supporting the MHREDC goal "align public-private support to ensure implementation of the regional Plan and consideration of new opportunities."



Since the 2011 Strategic Plan, the MHREDC has refined its vision to include “LIVE, WORK, and PLAY strategies”. Investment in the DRI Area aligns with all three facets of this vision by enhancing connections to employment opportunities, arts, recreation, and cultural resources while encouraging smart growth, transit-oriented development, infrastructure improvements, new businesses and increased and improved open space.

Recent REDC-funded projects in the DRI Area include: construction of complete streets on North Avenue funded through the 2017 Climate Smart Communities Grant; construction of a new green parking garage downtown to accommodate car-sharing, electric vehicle charging stations, passenger drop off/pick up and bike storage in the downtown; conversion of Main Street and Huguenot Street into two-way streets; and rehabilitation of approximately 20 downtown buildings by the New Rochelle BID through New York Main Street funding.

## Existing Conditions

The following provides an overview of existing conditions in and around the DRI Area, including its current zoning; predominant land uses; demographics and housing; physical character; and transportation infrastructure; markets for healthy and affordable food; anchor institutions and significant employers; and historic and cultural resources. Where applicable, information is presented on New Rochelle as a whole, with the understanding that the DRI Area includes a portion of the downtown commercial district which serves a much larger geography than the area within its boundaries. Where necessary or possible, specific information related to the DRI Area is presented as well.

## Land Use, Zoning, and the Regulatory Context

The land uses within the DRI Area boundary are varied, consisting of residential, commercial, institutional, and recreational uses. The mixture of land uses is a result of the various zoning districts within the DRI Area. Figure 2 displays the different zoning districts within the DRI Area. The DRI Area contains numerous commercial, residential, and mixed-use districts which help create the current make-up of the DRI Area (see Table 1.1 below).

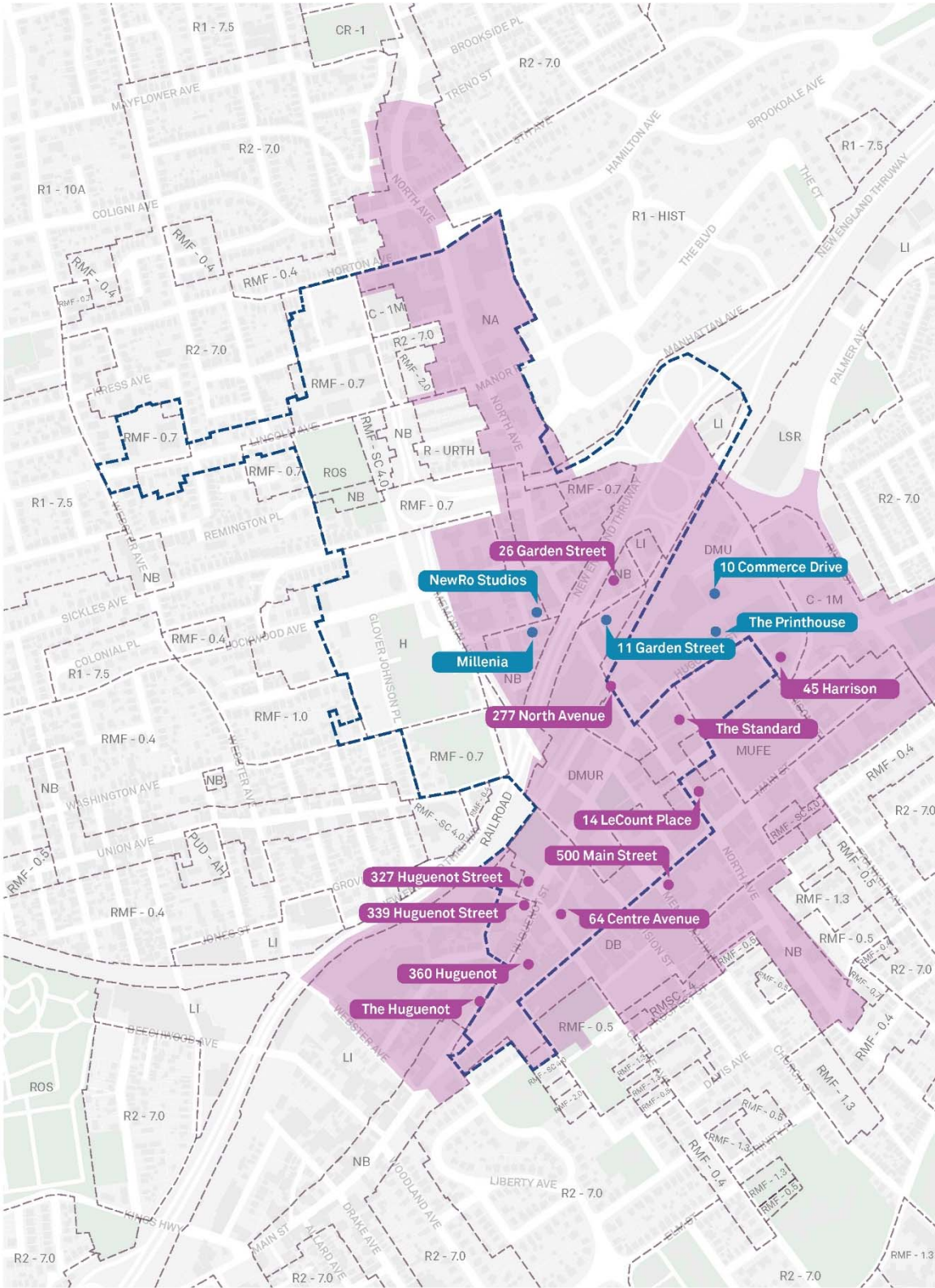
**Table 1.1 Zoning Districts and Land Use Categories of the DRI Area**

Zoning District	Name	Land Use Category of Zoning District
C-1M	› General Commercial Modified	Commercial
DB	› Downtown Business	Commercial
H	› Hospital	Institutional
DMUR	› Downtown Mixed Use Urban Renewal	Mixed Use
LI	› Light Industry	Industrial
NA	› North Avenue	Mixed Use
NB	› Neighborhood Business	Commercial
R-URTH	› Urban Renewal Townhouse Residence	Residential
R2-7.0	› Two-Family Residence	Residential
RMF-0.7	› Multi-Family Residence	Residential
RMF-2.0	› Multi-Family Residence	Residential
ROS	› Recreation Open Space	Open Space

Source: New Rochelle Zoning Map and Zoning Code

In 2015, New Rochelle's City Council unanimously approved the Downtown Overlay Zone (DOZ), a new set of development regulations that covers 279 acres of land within the city's downtown and enables 12 million square feet of new development including 6,370 new residential units. In addition to adopting the DOZ, the City also prepared a developer's guide that lays out the eligibility requirements for projects built within the DOZ in accordance with three different development standards. Each standard is associated with principles of form-based code related to site frontage, site area, building heights, street wall specifications, parking, side yards, and rear yard setbacks. This zoning district was developed to promote redevelopment of the downtown by incorporating a series of bonuses in height allowances in exchange for community benefits and by allowing for a streamlined approval process. These benefits include actions that further historic preservation, arts and cultural space, community facilities, public parking, green space, green building, open space, pedestrian improvements, affordable housing, or contributions to a community benefits fund. The bonuses and flexibility applied to the DOZ are meant to incentivize developers to build in accordance with the DOZ rather than the underlying zoning regulations. The DOZ is a form based code that sets forth street, civic space, and other architectural design standards. An additional benefit to the DOZ is that it allows for a mix of uses including residential, office, commercial, and entertainment/cultural arts. The underlying zoning regulations remain in effect so that landowners may choose to conform to the underlying district or the DOZ when developing or redeveloping their property.

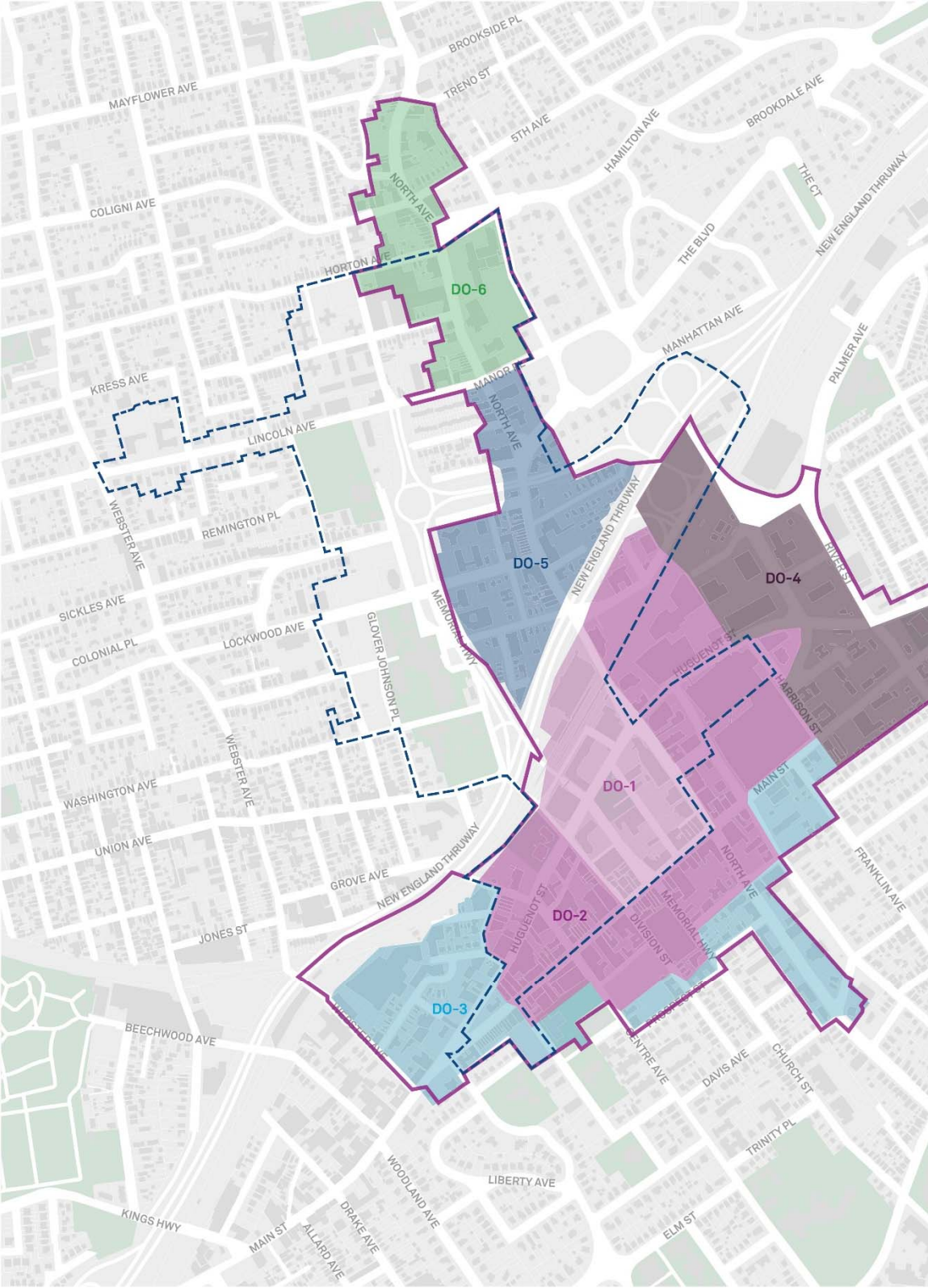
The DOZ overlaps with a portion of the DRI Area. Figure 3 depicts the DOZ and the DRI Area boundary primarily running along North Avenue, Huguenot Street, and Main Street.



New Rochelle DRI Regulatory Context Map  
(Figure 2)

- Approved / under construction projects
- Mixed - use Projects
- Residential Projects
- DRI Boundary
- Zoning
- DOZ Downtown Overlay Zone





New Rochelle DRI Downtown Overlay Zone Map  
(Figure 3)

- |                                  |                                |                           |
|----------------------------------|--------------------------------|---------------------------|
| DO-1 Downtown Core District      | DO-4 Commercial District       | DOZ Downtown Overlay Zone |
| DO-2 Downtown District           | DO-5 Wellness District         | DRI Boundary              |
| DO-3 Gateway Transition District | DO-6 North of Lincoln District |                           |



**Residential** - Residential uses within the DRI Area include single family, two family and multifamily housing. Housing can be found along Lincoln Avenue, Morris Street, Park Place, and Sickles Avenue. In addition, new apartment and mixed-use projects have recently been developed within the DRI Area, specifically as a result of the DOZ. New residential projects in and adjacent to the DRI Area include: 10 Commerce Drive, The Printhouse at 165 Huguenot Street, 11 Garden Street, New Ro Studios at 11 Burling Lane, and Millenia at 22 Burling Lane.

**Mixed Use** – Several new developments in the downtown, in and adjacent to the DRI Area, contain upper stories of residential use with a mix of ground and upper floor uses such as retail, restaurant, office, place of worship, theater, community gallery space, and other private and public uses. New mixed use developments include: 26 Garden Street, 227 North Avenue, The Standard at 251 North Avenue, 45 Harrison Street, 14 LeCount Place, 500 Main Street, 64 Centre Avenue, 327 Huguenot Street, 339 Huguenot Street, 360 Huguenot, and The Huguenot at 391 Huguenot Street.

**Commercial** - Commercial uses are scattered throughout the DRI Area but are primarily concentrated along the North Avenue, Huguenot Street, and Main Street retail corridors. Buildings along these roadways mostly consist of two-, three-, or four-stories and are either standalone retail or mixed use with retail on the ground floor and office or residential uses on the upper floors. Larger-scale commercial buildings, such as those at 587 Main Street or 251 North Avenue, are currently in development. Located in close proximity or within these retail corridors are the new residential and mixed-use developments described above.

A variety of healthy and affordable food markets are available in and around the DRI Area. These resources are shown on Figure 6. Full-service supermarkets offering one-stop food shopping include ShopRite, Stop & Shop and CTown Supermarket – all of which are located just outside the DRI Area. Complementing these supermarkets are small specialty food shops and local grocers. Within the DRI Area, two seasonal farmer's markets provide farm-fresh produce, dairy products, baked goods and other fresh food options. These include the Down to Earth New Rochelle Farmer's Market located off North Avenue near City Hall, which operates on Fridays from June through November and the New Rochelle Grand Market located at Library Plaza, which operates on Saturdays from June through October.

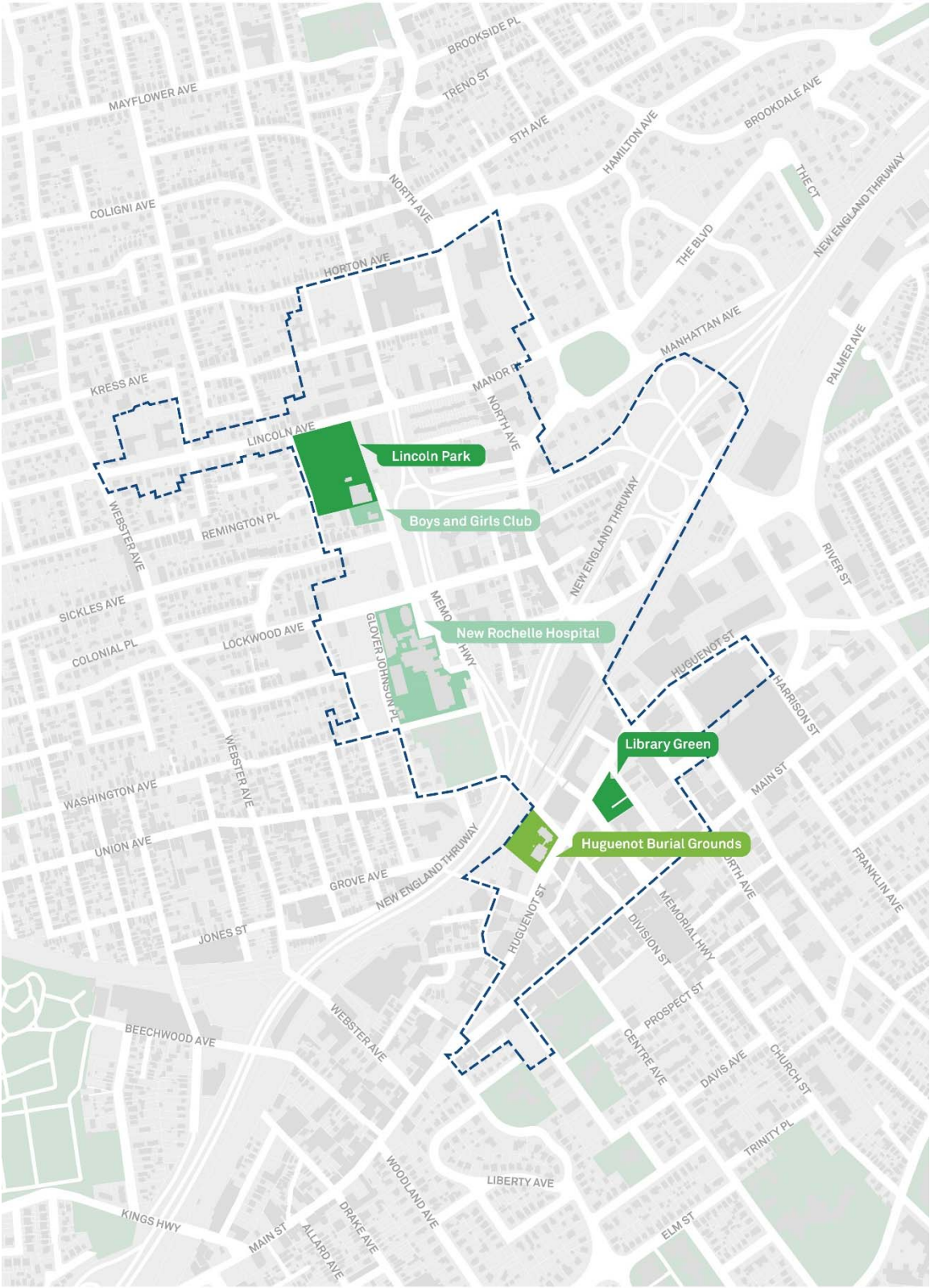
**Institutional** - Institutional uses include the Montefiore New Rochelle Hospital, a 242-bed, community-based teaching hospital offering primary, acute and emergency care. It has provided New Rochelle residents medical care since it was founded in 1892. The DRI Area is also home to the city's government buildings including City Hall and the Police Department, both located on North Avenue. The DRI Area also contains the New Rochelle Public Library located at Library Plaza. The Library was chartered in 1894 and is the main library for the city.

**Recreational/Open Space** - Recreational uses within the DRI Area include Lincoln Park/Pool, the Remington Boys & Girls Club, and Ruby Dee Park at Library Green. Located on Lincoln Avenue, Lincoln Park is four acres and contains a children's play area with equipment, basketball courts, a stage area, and a small youth baseball field. An outdoor swimming pool with a water slide, wading pool and water spray are also located at Lincoln Park. Adjacent to the pool is the Remington Boys & Girls Club, which is a not-for-profit organization that serves as a community center for many of the area's youth. The Remington Boys & Girls Club is also a venue for civic and volunteer events and projects. The Ruby Dee Park Library Green

is a one-acre park located adjacent to the New Rochelle Public Library which is home to a weekly farmer's market and numerous outdoor events. The Park was named for Ruby Dee who was a screen legend and civil rights activist from the city. While it is the goal of the City to increase recreational space and opportunities in the DRI Area, any new recreational space will most likely be associated with the redevelopment of property due to the lack of vacant City-owned properties within the DRI Area (see Figure 4).

Other community open space resources mapped in Figure 4 include the Huguenot Burial Grounds, a cemetery associated with Trinity Saint Paul's Episcopal Church located at the corner of Huguenot Street and Division Street, and the grounds of Montefiore New Rochelle Hospital.





New Rochelle DRI Open Space Map  
(Figure 4)

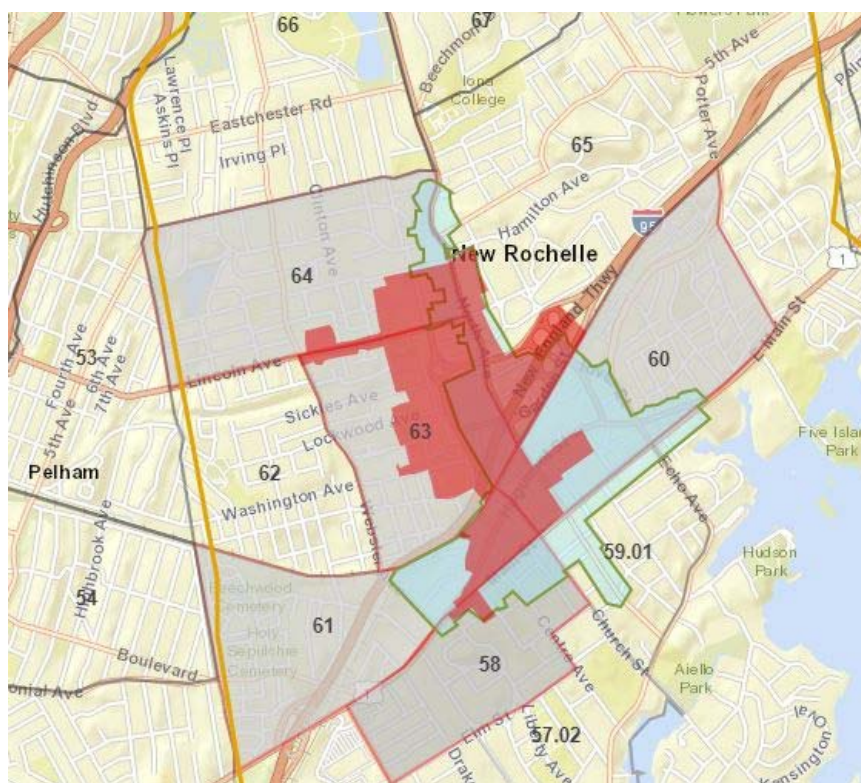
- DRI Boundary
- Historic Burial Grounds
- Institutional Open Space Resources
- Local Parks + Open Spaces



## Demographics and Socioeconomic Characteristics

Based primarily on the most recently available US Census data, the following is a summary of the socio-economic composition of New Rochelle's residential population including its population shifts, household composition, demographic makeup, and employment patterns. Comparative data is provided for Westchester County, the City of New Rochelle, and an analysis area that is comprised of Census Tracts 58, 60, 61, 63 and 64. These census tracts best represent the boundaries of the DRI Area boundary and therefore make up the DRI Analysis Area (see Figure 5).

**Figure 5 Census Tracts Comprising the DRI Analysis Area**



**Population** - The 15% population growth in the DRI Analysis Area since the year 2000 has been almost double the rate of the City-at-large. This growth happened primarily between 2000 – 2010; the population rate of the DRI Analysis Area decreased slightly between 2010 and 2016. Most of the population growth in the DRI Analysis Area occurred south of I-95. The population growth in Westchester County was modest compared to the City of New Rochelle and the DRI Analysis Area.

**Table 1.2 Total Population**

Location / Year	2000	2010	2016	Percentage change 2000-2016
Westchester County	923,459	949,113	969,229	5%
City of New Rochelle	72,182	77,062	79,299	9.9%
DRI Analysis Area	20,767	24,658	24,507	18%

Source: US Census Bureau, Decennial Census and American Community Survey

**Household/Family Composition** - Around half (47%) of the families within the DRI Analysis Area have children, a proportion that mirrors both the county and city level. The DRI Analysis Area does have a slightly higher proportion of single adults living with children (17.3%), compared to the City of New Rochelle (12%) and Westchester County (12%). The DRI Analysis Area also has a slightly higher proportion of householders living alone (31.9%), compared to Westchester County (26.6%) and the city (29.3%).

**Table 1.3 Family Composition**

Type of Families / Location	Westchester County	City of New Rochelle	DRI Analysis Area
Total families	236,644	19,030	5578
Families without children	53.8%	55%	52.8%
Families with children	46.2%	45%	47.2%
Single with children	12%	12%	17.3%
Single female with children	9.1%	7.6%	11%
Average family size	3.36	3.33	3.45

Source: US Census Bureau, Decennial Census and American Community Survey

**Table 1.4 Total Households and Size**

Households / Location	Westchester County	City of New Rochelle	DRI Analysis Area
Total households	341,762	28,233	8,764
Households with own children under 18	32%	30.3%	30%
Households with one or more people over 60 years	40.5%	40%	40%
Householder living alone	26.6%	29.3%	31.9%
Average household size	2.76	2.69	2.74

Source: US Census Bureau, Decennial Census and American Community Survey

**Age** - The millennial population (aged 18-34) in the DRI Analysis Area is higher proportionally (27%) than the City of New Rochelle (23.6%) and Westchester County (20.2%). The higher representation of this age cohort has been consistent in the DRI Analysis Area since 2000. All three study areas have seen moderate increases in the percentage of people aged 55-64 since 2000.

**Educational Attainment** - A rather large proportion of residents (26%) in the DRI Analysis Area have not completed high school, especially compared to Westchester County where only 12.4% of the adult population does not have a complete high school education. In Westchester County and New Rochelle, the proportion of residents with a Bachelor's degree or higher is above 40%; while in the DRI Analysis Area, only 29% of residents over the age of 25 have a Bachelor's degree or higher.

**Income & Poverty** - Median household incomes are rising in Westchester County and the City of New Rochelle (see Table 1.5). However, New Rochelle's median income has consistently lagged behind the County's median income. This gap in median income is widening; in 2000 the median income in New Rochelle was under \$10,000 less than the median income in Westchester County, but the gap between New Rochelle's median income and the median income in Westchester County is currently around \$13,000.

There is a wide range of median household incomes within the DRI Analysis Area. The Census Tracts with the lowest median incomes are Census Tracts 58 and 63; Census Tract 58 has a median household income of \$40,562 while Census Tract 63 has a median household income of \$30,187. Both census tracts are on the western side of the downtown and surround I-95. The median income in Census Tract 60, however, is more than double those lower median incomes, with a median income of \$74,815. Still, there is a higher concentration of people living in poverty in the DRI Analysis Area (15.2%) than in New Rochelle and Westchester County.

**Table 1.5 Median Household Income**

Location / Year	2000	2007-2011	2012-2016
Westchester County	\$63,582	\$80,725	\$86,226
City of New Rochelle	\$55,153	\$65,549	\$73,178

Source: US Census Bureau, Decennial Census and American Community Survey

**Table 1.6 Percentage of Population Impoverished**

	Westchester County	City of New Rochelle	DRI Analysis Area
Percentage of Residents Living Below Poverty Line	9.8%	11.4%	15.2%

Source: US Census Bureau, Decennial Census and American Community Survey



**Table 1.7 Percentage of Population Impoverished by Census Tract**

Location	Percentage of Residents Living in Poverty	Margin of Error
Census Tract 58	11.85%	+/- 4.6
Census Tract 60	20.3%	+/-7.6
Census Tract 61	18.6%	+/-7.5
Census Tract 63	19%	+/-5.9
Census Tract 64	8.9%	+/-3.3

Source: US Census Bureau, Decennial Census and American Community Survey

**Race & Ethnicity** - Populations of Hispanic ethnicity have grown consistently since 2000 in Westchester County, the City of New Rochelle, and the DRI Analysis Area. The “White only” population is declining in all three areas, and the Black/African American population has roughly stayed the same. The DRI Analysis Area has a higher concentration of Black/African Americans (31.2%) and those with Hispanic origins (40%) compared to the City of New Rochelle and Westchester County. The White population in the DRI Analysis Area is smaller proportionally (41.2%) than the White population in the county (66.1%) and in the city (63.1%).

## Housing Characteristics and Housing Market Conditions

This section examines real estate market trends for the DRI Analysis Area as well as the City of New Rochelle and Westchester County. The statistical data presented below focuses on the supply and demand as well as the relative affordability of residential space for all three geographic units.

**Total Housing Units and Type of Tenure** – Based upon the most recently available census data, New Rochelle has 30,078 housing units ranging from studio apartments to single and multi-family homes. Between 2000 and 2016, the total number of housing units increased by 5.9% for Westchester County, 11.4% for New Rochelle, and 27.7% for the DRI Analysis Area. The majority of the 3,083 housing units that were constructed in New Rochelle during this time period were constructed within the DRI Analysis Area.

Of the total occupied housing units in New Rochelle, around half are owner-occupied and half are rentals. The proportions in the DRI Analysis Area do not mirror the general City of New Rochelle, with approximately 33% of its units occupied by owners and over 66% of its units occupied by renters. Both the DRI Analysis Area and the City of New Rochelle have higher percentages of renter-occupied units than Westchester County, where approximately 38% of the occupied units are renter occupied. While the percentage of rentals in Westchester County decreased slightly since 2000, the proportion of rentals in New Rochelle has grown by around 10% since 2000, and in the DRI Analysis Area, the growth in rentals is approximately 25% since 2000.

**Table 1.8 Housing Tenure**

	Westchester County	City of New Rochelle	DRI Analysis Area
Housing Tenure			
Owner occupied	61.4%	49.7%	33.1%%
Renter occupied	38.6%	50.3%	66.9%
<b>Percent Change 2000-2012/2016</b>			
Renter occupied	-1.95%	9.19%	25.2%

Source: U.S. Census Bureau, American Community Survey 2012-2016

**Physical Characteristics of Housing Units** – The DRI Analysis Area has a higher percentage of structures built prior to 1940 than the City of New Rochelle and Westchester County. The majority of housing units (44%) in the DRI Analysis Area were built prior to 1940. The next highest percentage (15%) in the DRI Analysis Area relates to structures built between 2000-2009. In the City of New Rochelle and Westchester County, around 30% of structures were built between 1950 and 1970. In the DRI Analysis Area only around 15% of the housing structures are from that time period.

The DRI Analysis Area has a smaller percentage of single-family detached structures (18%) than the City of New Rochelle (36%) and Westchester County (44%). This is consistent with the fact that the DRI Analysis Area has a high percentage of renters versus owners. The most common types of housing in the DRI Analysis Area are buildings with 20 units or more (45%) and homes with just two units (14%).

**Housing Vacancies** – Of the 9,559 housing units within the DRI Analysis Area, 8,764 were occupied (an 8.3% vacancy rate). Of the occupied housing units, 6,396 (73%) were renter-occupied and 2,368 (27%) were owner-occupied.

**Median Home Values for 2012-2016** – According to the US Census, median home values in Westchester County (\$507,300), New Rochelle (\$545,700), and the Census Tracts within the DRI Analysis Area are above both the state median (\$302,400), and the national median value (\$205,000). The median home value in the County is below those in the City of New Rochelle but above the census tracts within the DRI Analysis Area.

The median home value in Census Tract 58 (\$394,100) is almost \$100,000 less than Census Tract 64 (\$489,900). Census Tract 63 has the lowest median income (\$30,187) of the five Census Tracts, but its median home value (\$468,000) is one of the highest within the DRI Analysis Area.

**Types of Rental Units** – The DRI Analysis Area has fewer rental units proportionally with three or more bedrooms (16%) than the City of New Rochelle (19%) and Westchester County (22%). The DRI Analysis Area increased its proportion of two-bedroom rentals and decreased the number of one-bedroom rentals between 2000 and 2016. In Westchester County and the City of New Rochelle, the proportion of rentals with one bedroom decreased between 2000 and 2016, but both the county and the city increased their proportions of larger rental units, those with three or more bedrooms. The proportion of units with three or more bedrooms in the DRI Analysis Area, however, stayed the same between 2000 and 2016.

**Rental Trend** – The median rent (\$1,382) for homes in the City of New Rochelle is not notably different from Westchester County (see Table 1.14). Over the last sixteen years the median rent in New Rochelle and Westchester County has grown at similar paces of around 65%. However, within the DRI Analysis Area rents have grown quite rapidly in the past 16 years; in one Census Tract the growth has been at over a 350% growth rate. The large increases in the median rent rates were primarily a result of new units that were developed within those census tracts.

**Table 1.9 Median Rent 2000, 2016**

	2000	2016	% Change
Westchester County	\$839	\$1,394	66%
City of New Rochelle	\$848	\$1,382	63%
DRI Analysis Area			
Census Tract 58	\$300	\$1,375	358%
Census Tract 60	\$645	\$1,787	176.9%
Census Tract 61	\$850	\$1,873	120.4%
Census Tract 63	\$843	\$1,255	48.9%
Census Tract 64	\$625	\$1,217	94.7%

Source: U.S. Census Bureau, American Community Survey 2012-2016

**Distribution of Rental Costs** – In addition to median rent, it is also important to understand the distribution of rents in the study area. Compared to Westchester County and New Rochelle, the DRI Analysis Area has a higher percentage of rental units in the less than \$500 range. The DRI Analysis Area has 31% of its rental units in the above \$2,000 range, which is less than New Rochelle (38%) and Westchester County (44%). Table 1.10 below compares the monthly cost of rent in Westchester County, City of New Rochelle, and the DRI Analysis Area.

**Table 1.10 Monthly Rent Distribution**

	Westchester County		City of New Rochelle		DRI Analysis Area	
	Units	%	Units	%	Units	%
Total:	341,762		28,233		8,764	
With cash rent:	336,596	98%	27,763	98%	8,664	99%
Less than \$500	19,982	6%	2,346	8%	1,066	12%
\$500 to \$799	18,998	6%	1,355	5%	450	5%
\$800-\$999	19,966	6%	1,397	5%	337	4%
\$1,000 to \$1,499	71,722	21%	6,545	23%	2,401	27%
\$1,500 to \$1,999	55,465	16%	5,329	19%	1,684	19%
\$2000+	150,463	44%	10,791	38%	2,726	31%
No cash rent	5,166	2%	470	2%	100	1%

Source: U.S. Census Bureau, American Community Survey 2011-2015

## Housing Cost Burden

Housing cost burden is the percentage of one's monthly income that is spent on housing. Housing cost burden is a key determinant of housing affordability. Occupants spending more than 30% of their incomes on housing costs including mortgage or rent are considered cost burdened while occupants spending more than 50% of their incomes are considered severely cost burdened.

Within the DRI Analysis Area, more than half of the homeowners are spending more than 50% of their incomes on their housing costs, while in the city and the county that percentage is under 40%. Fifty-eight percent of renters in the DRI Analysis Area are cost burdened, which is higher than the percentage on the city and county levels.

For those with a mortgage, 63% of housing units in the City of New Rochelle and the DRI Analysis Area have monthly costs above \$3,000. For those without a mortgage, around half of housing units in New Rochelle have monthly costs above \$1,500, while in the DRI Analysis Area, around 30% of housing units have monthly costs above \$1,500. Within the DRI Analysis Area, the highest concentration of homeowners who are cost burdened live within Census Tract 63, south of Lincoln Avenue.

In the DRI Analysis Area, 100% of the homeowners making less than \$50,000 are cost burdened (spending more than 30% of their incomes on housing). Around 85% of homeowners making between \$50,000 and \$75,000 are cost burdened, and around 45% of homeowners making above \$75,000 are cost burdened. The percentages of homeowners that are cost burdened are lower in the city and county levels.

Table 1.11 shows how different costs of housing affects various income groups for renters. The percentages of renters in various income levels in the DRI Analysis Area that are cost burdened similar to the proportions on the county and city levels. Renters making over \$75,000 are more likely to be cost burdened in the DRI Analysis Area than in the City of New Rochelle and Westchester County.



**Table 1.11 Housing Cost as Percentage of Income**

	Westchester County		City of New Rochelle		DRI Analysis Area	
	#	%	#	%	#	%
Renter-occupied housing units:	131,758		14,212		6,393	
Less than \$20,000:	25,725		3,058		1,614	
30 percent or more	23,099	90%	2,629	86%	1,284	80%
\$20,000 to \$34,999:	23,385		2,517		1,288	
30 percent or more	19,286	82%	2,136	85%	1,074	83%
\$35,000 to \$49,999:	16,220		1,658		646	
30 percent or more	12,693	78%	1,405	85%	593	92%
\$50,000 to \$74,999:	21,818		2,165		874	
30 percent or more	9,836	45%	1,087	50%	528	60%
\$75,000 or more:	38,745		4,242		1,789	
30 percent or more	3,475	9%	315	7%	229	12%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

## Economic Conditions and Significant Employers

Westchester County is home to 330,805 jobs, and New Rochelle's share of those jobs is 7.25%. Yonkers and White Plains, both neighboring cities to New Rochelle in Westchester County, have higher shares of Westchester County's jobs, each providing approximately 16% of the County's jobs. Approximately 50% of the jobs within Westchester County pay over \$40,000 a year.

**Jobs Within the City of New Rochelle** – New Rochelle has seen growth in its jobs since 2013, growth that surpassed the job growth in Westchester County. While jobs in Westchester County have been growing steadily since 2010 by around 1% a year, New Rochelle has seen growth of over 2% since 2013, but also experienced a sharp decline in jobs in 2011/2012, a loss of over 5%. Approximately 35% of jobs in New Rochelle are at large companies with over 500 employees, and around 38% of the jobs in New Rochelle are at firms with fewer than 50 employees.

Currently, around 43% of New Rochelle's jobs pay over \$40,000 a year, which is less than White Plains that has over 56% jobs that pay over \$40,000 a year. Some of New Rochelle's major employers include the City of New Rochelle, the City School District of New Rochelle, and the two colleges in the area: Iona College and Monroe College. Montefiore Hospital, located west of the downtown, is the city's largest private employer. Montefiore has plans to open a new nursing school and to begin a \$45 million capital improvement project, two endeavors that will likely create even more jobs in New Rochelle.

Downtown New Rochelle is home to several banks and finance companies and is also known as a city that houses artists and their loft spaces. New Rochelle is host to Interactive Digital Environments Alliance (IDEA) Lab, the first ever immersive technology live/work space.

**Current Sectoral Distribution of Jobs** – Table 12 below shows the current distribution of jobs located within the DRI Analysis Area. The health care sector occupies a larger share of jobs by comparison, with jobs in healthcare comprising over 26% of the job distribution, followed by retail trade, which comprises over 16% of the jobs in the DRI Analysis Area. The distribution of jobs in the City of New Rochelle as a whole is similar although the DRI Analysis Area has a higher percentage of jobs in health care and social assistance (due to Montefiore Hospital) while the City of New Rochelle has a higher percentage of jobs in education services (due to Iona College and Monroe College).

**Table 1.12 Distribution of Jobs in the DRI Analysis Area**

Sector	#	%
Health Care and Social Assistance	2,657	26.7%
Retail Trade	1,638	16.5%
Accommodation and Food Services	961	9.7%
Professional, Scientific, and Technical Services	798	8.0%
Construction	656	6.6%
Wholesale Trade	601	6.0%
Real Estate and Rental and Leasing	556	5.6%
Other Services (excluding Public Administration)	373	3.8%
Information	348	3.5%
Administration & Support, Waste Management and Remediation	327	3.3%
Educational Services	233	2.3%
Finance and Insurance	184	1.9%
Arts, Entertainment, and Recreation	138	1.4%
Manufacturing	121	1.2%
Transportation and Warehousing	112	1.1%
Utilities	88	0.9%
Public Administration	79	0.8%
Management of Companies and Enterprises	67	0.7%

Source: US Census LEHD Data

**Residential Location of All New Rochelle Workers** – As shown in Table 1.13, the majority of the DRI Analysis Area's workers (68.9%) live somewhere other than New Rochelle. The largest majority of workers come from New York City (31.1%) to work in New Rochelle, though a similar but smaller proportion of workers live in New Rochelle itself (19.2%). Aside from New Rochelle and New York City, no one place is home to more than 6% of the DRI Analysis Area's workers.

**Table 1.13 DRI Analysis Area: Job Counts by Places Where Workers Live**

Place of Residence	Units	%
New York City, NY	3,089	31.1%
New Rochelle, NY	1,910	19.2%
Yonkers, NY	676	6.8%
Mount Vernon, NY	521	5.2%
White Plains, NY	163	1.6%
Mamaroneck, NY	115	1.2%
Harrison, NY	81	0.8%
Stamford, CT	73	0.7%
Eastchester, NY	69	0.7%
Port Chester, NY	67	0.7%

Source: U.S. Census Bureau LEHD Statistics

**Inflow Outflow Analysis** – Each day, approximately 18,373 workers enter the city from other areas while 27,452 residents of New Rochelle leave the city to work in other areas. Only 5,633 people both live and work within the City of New Rochelle.

**Significant Employment Trends** – Most jobs in the DRI Analysis Area are in established firms. This percentage has decreased, however, since 2011. This decrease is specific to the DRI Analysis Area; in the City of New Rochelle, the percentage of jobs in established firms was approximately 80% in both 2011 and 2015.

**Table 1.14 Jobs in Firms 11 or More Years Old**

Census Tract	2011		2015	
	Number	Percent	Number	Percent
Census Tract 58	623	77%	546	75%
Census Tract 60	3,352	74%	3,967	77%
Census Tract 61	618	60%	613	58%
Census Tract 63	2,400	92%	1,946	83%
Census Tract 64	314	67%	256	56%
City of New Rochelle	16,077	80%	16,498	79%

Source: LEHD

A small percentage of jobs in New Rochelle are at new firms. Jobs at new firms are concentrated in the DRI Analysis Area compared to the rest of New Rochelle. In 2014, over 56% of the jobs in Census Tract 63 were at a new firm.

**Table 1.15 Jobs at Firms 0-1 Years Old**

	2011	2012	2013	2014	2015
DRI Analysis Area	354	422	403	1,518	621
City of New Rochelle	863	1,064	855	1,927	917

Source: LEHD

## New Rochelle Downtown Business Improvement District (BID)

The portion of the DRI Area south of I-95 falls within New Rochelle's Downtown Business Improvement District (BID). The boundaries of the BID area are shown on Figure 6. The BID is a non-profit association of over 800 downtown business and property owners. The mission of the BID is to promote economic development, new business and new investment.

The BID has enhanced downtown technology and provides a free WiFi network encompassing more than twenty blocks in the center of the downtown and at the New Rochelle Train Station.

The City of New Rochelle has partnered with the BID and Interactive Digital Environments Alliance (IDEA) to promote, develop, and maintain vibrant new Arts and Technology initiatives. IDEA will be partnering with some of New York's leading institutions, universities and non-profits to integrate the Arts and Technology District into the existing ecosystem of educators, entrepreneurs, and technologists already working in New Rochelle and neighboring communities.

## Transportation Infrastructure

New Rochelle is truly multi-modal; it has direct access to major highways, public transportation systems, a bike share program, and is pedestrian friendly with its network of sidewalks. The DRI Area is highly connected to the Northeast Corridor, Hudson Valley, and New York City due to its central location, train station, and direct connections to I-95 and the New York State parkway systems.

Lincoln Avenue is the primary east-west connector through the DRI Area, linking North Avenue with the Hutchinson River Parkway. Served by the Westchester Bee-Line #7, the curb-to-curb width of the two-lane road varies from 30 to 40 feet and carries approximately 16,300 vehicles per day. One of the key challenges of Lincoln Avenue is that the current design of the intersection with Memorial Highway impedes pedestrian crossings. Additionally, Lincoln Avenue's intersection with Webster Avenue and North Avenue are amongst the higher crash locations in the city.

North Avenue is the primary north-south connector through the DRI Area, connecting downtown Rochelle and its train station with residential neighborhoods further north. North Avenue is served by Westchester Bee-Line #45, #45Q and #61. With four lanes of traffic and a curb to curb width of 50 feet, the commercial avenue carries 15,900 vehicles per day.

Memorial Highway is also a north-south four-lane road, but unlike North Avenue, it does not serve as a commercial corridor. It was originally built to provide a link to the Cross County Parkway but that connection never took place. The Memorial Highway is now the only built



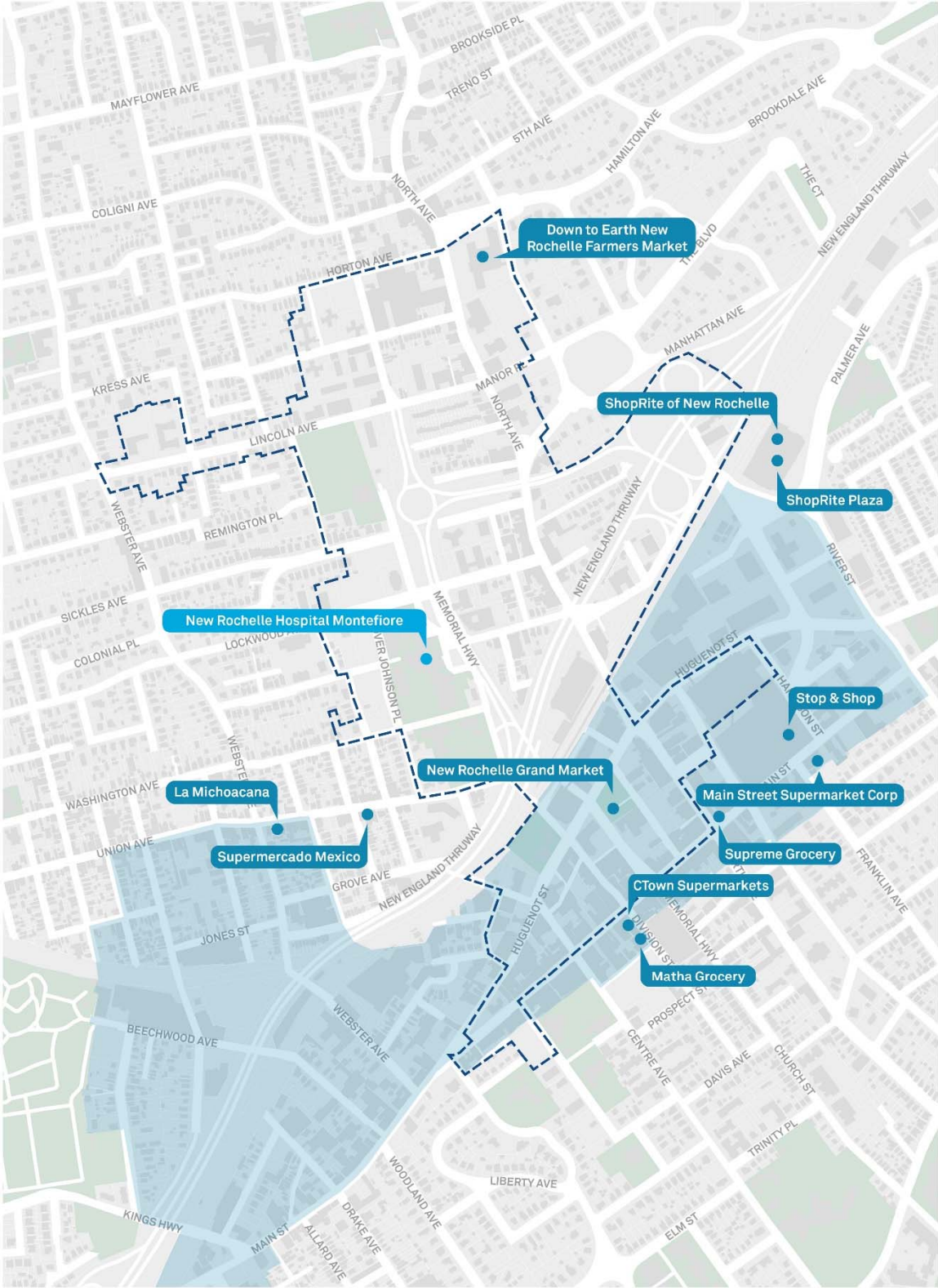
remnant of that original plan. The 80-foot highway carries 12,730 vehicles per day. The excessive width of its right-of-way and expansive roundabout compromises pedestrian movements across its intersection with Lincoln Avenue. There are only limited pedestrian crossings along the length of the highway, thereby limiting east-west flows of pedestrians through the surrounding neighborhoods.

Although the DRI Area supports an extensive sidewalk network, there are not dedicated bike lanes. However, the city has an established bike share program, with 100 bikes at over 11 locations throughout the city. The bike share is an app-based program, where a rider will rent a bike from one of 11 stations within the city and after its use return the bike to a station. Figure 7 shows the location of these stations, seven of which are located in the DRI Area.

The Bee-Line bus system serves as the city's local intracity transit. The Bee-Line supplies nine different bus routes that are found throughout the DRI Area, routes 7, 30, 42, 45, 45Q, 60, 61, 62, and 66. These include both local and express routes. Figure 7 highlights the bus routes and stops located in the DRI Area.

All of the bus routes except route 60 stop at the New Rochelle Transit Center. The Transit Center is the major transit hub of New Rochelle and is also located within the DRI Area. Besides accommodating a bus terminal, the New Rochelle Transit Center is the location of the New Rochelle train station which provides train service on Metro-North Railroad to New York City as well as Amtrak service to Boston, New York City, and Washington, D.C. When the MTA completes its Penn Station Access capital project (expected completion is in 2021), New Rochelle will boast the closest station to New York City with direct access to Manhattan's east and west sides, as well as connections to four new stations in the Bronx. In addition to railroad and bus service, the Transit Center offers taxi service, airport limousine service, a coffee shop, and a 900-vehicle parking garage.

While the southern portion of the DRI Area is extremely multi-modal and accessible, the northern portion has been bifurcated due the location of I-95 and the railroad lines which are a physical barrier. Memorial Highway further separates residents of the Lincoln Avenue Corridor from downtown. In addition, of the two north-south corridors that connect the northern and southern sections of the DRI Area, only one, North Avenue, is a pedestrian-oriented thoroughfare. As a result, the residential neighborhoods in the northern portion do not have the accessibility and the ease of pedestrian and bicycle movement to the commercial, institutional, and cultural resources that are located within the southern portion of the DRI Area.



New Rochelle DRI Retail and Employment Anchors Map  
(Figure 6)

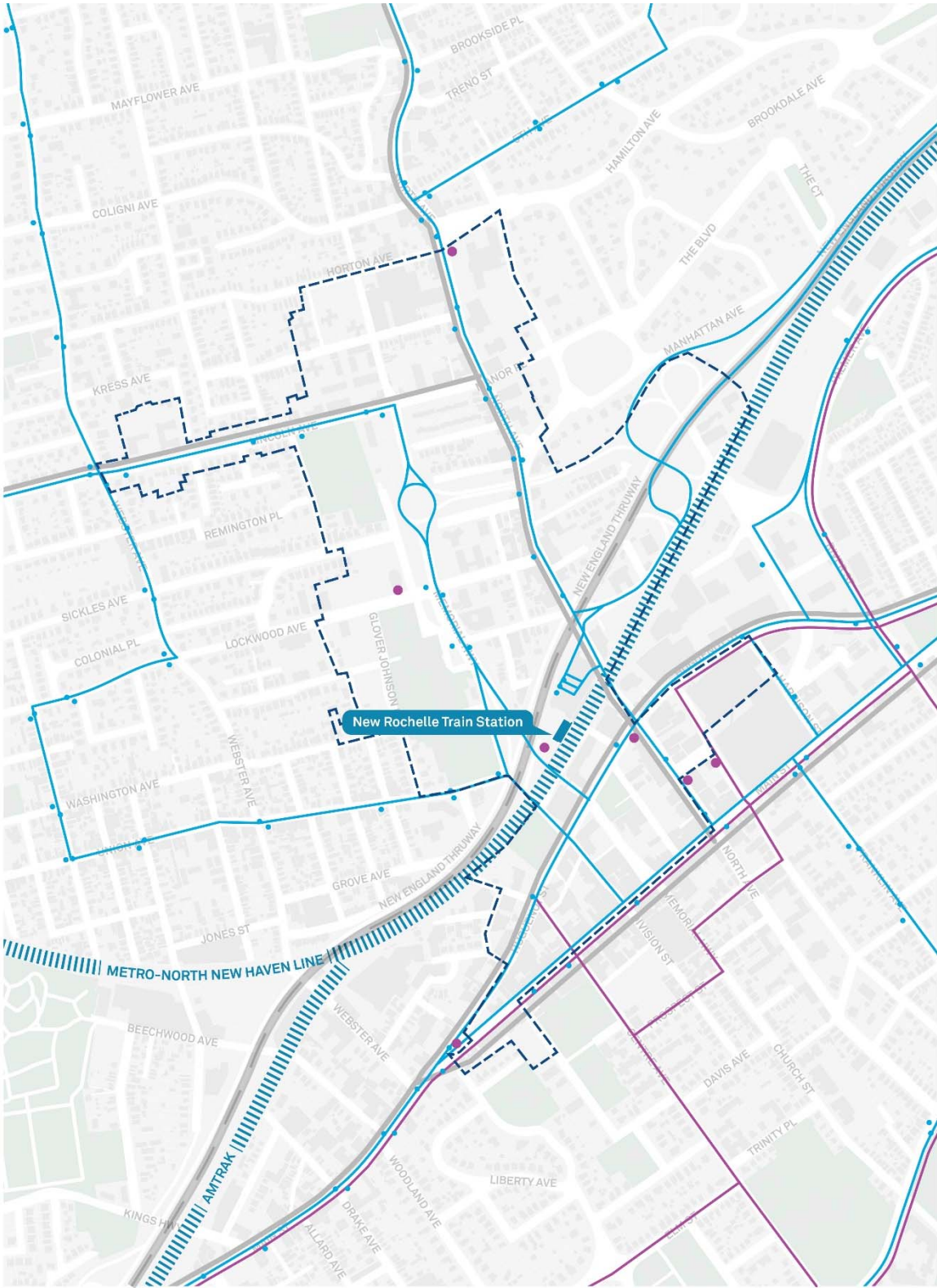
 DRI Boundary

 Major Employment Anchors

 BID Area

 Fresh Food Retailers





New Rochelle DRI Transportation and Infrastructure Map  
(Figure 7)

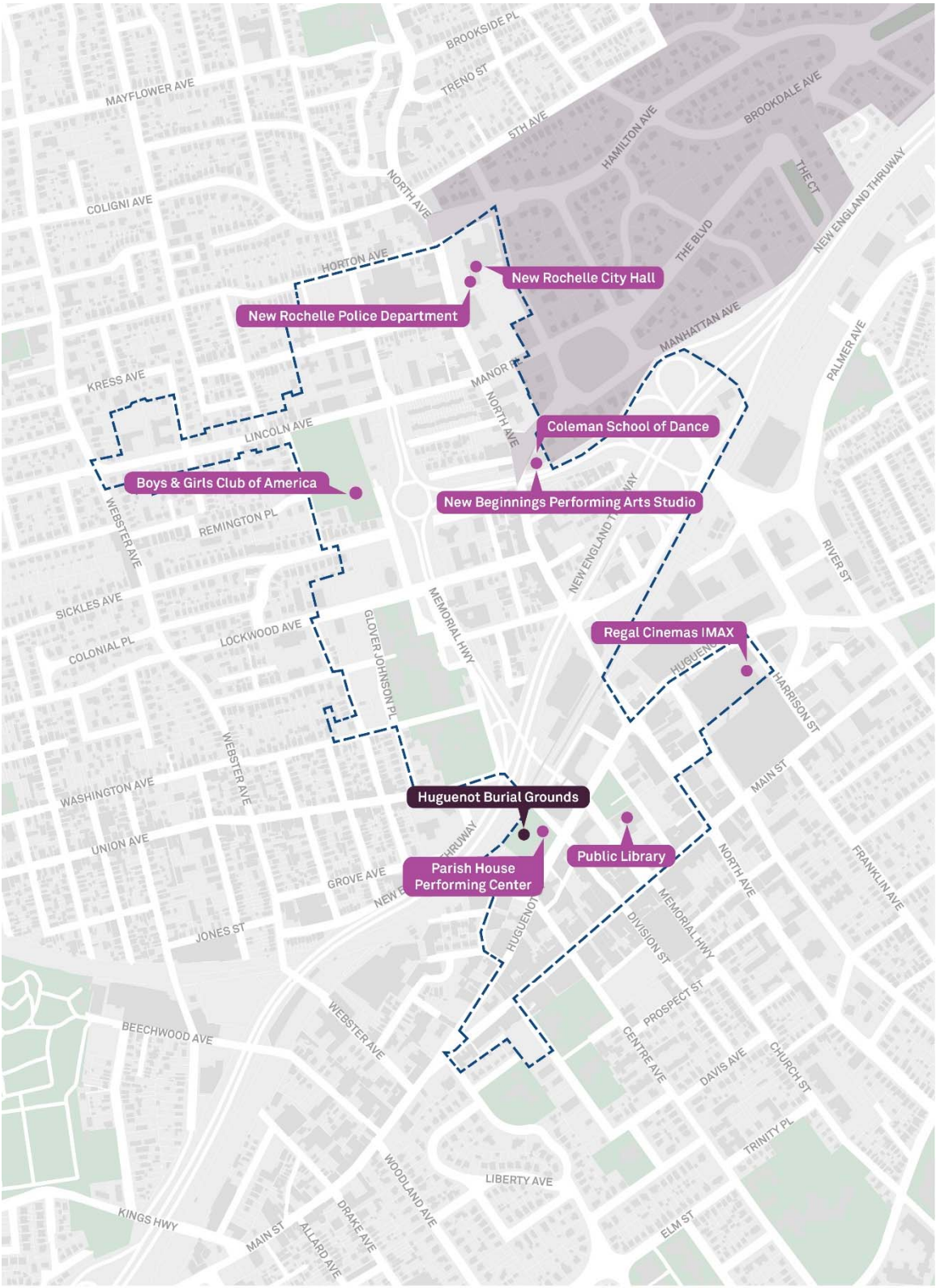




## Historic and Cultural Resources

New Rochelle first began developing in 1693 along modern-day Huguenot Street and North Avenue within the DRI Area. As a result, the downtown and DRI Area are rich in historic and cultural resources, sites, and civic spaces. Figure 8 identifies the civic, cultural, and historic sites of the DRI Area. It includes the City Hall and Police Department, the Remington Boys and Girls Club, New Beginnings Performing Arts Studio, Coleman School of Dance, Parish House Performing Center, Regal Cinemas IMAX, Huguenot Burial Grounds, and the Public Library.

The DRI Area is adjacent to the Rochelle Park-Rochelle Heights Historic District (see Figure 8). It was first established in 1986 to preserve the architectural character of the residential neighborhood, which contains many examples of residential architecture popular between 1890 and 1920. Planned in 1885, this neighborhood is one of the first planned residential subdivisions in Westchester County. While it is not within the DRI Area, its location influences the areas within the city that were identified for redevelopment.



New Rochelle DRI Historical and Cultural Significance Map  
(Figure 5)

- DRI Boundary
- Civic & Cultural Institutions
- Rochelle Park-Rochelle Heights Historic District
- Historic Sites





## Critical Issues and Opportunities

In the last several years the City of New Rochelle has initiated a major transformation of its vibrant downtown neighborhood, including a \$6.7 billion public-private initiative aiming to create 6,370 new housing units and more than two million square feet of new office space in a compact, walkable, transit-served, mixed-use downtown district. Most of these investments lay within the DOZ, which is partially located in the DRI Area. As these projects move forward, resulting in thousands of new jobs and attracting an estimated 13,000 new residents, new issues and opportunities have risen in the adjacent (and in some areas, overlapping) neighborhood, the Lincoln Avenue Corridor.

### Accessibility

A key asset of the City of New Rochelle is its regional accessibility. Multiple modes of access through the city are provided through several I-95 and Hutchinson River Parkway exits, a bustling Transit Center with Metro-North service to Grand Central Station in New York City, the only Amtrak stop between Penn Station in New York City and Stamford, CT, and regional Bee-Line bus service.

In recent years, more attention has been given to improving access to and connectivity throughout the downtown, including implementation of a bicycle share program, bicycle sharrows, adoption of a Complete Streets Policy, and planning for a Downtown Circulator Bus transit system (MobileNR). The Lincoln Avenue Corridor, however, has long been physically, socio-economically and psychologically separated from the downtown. The construction of I-95 in 1958 which effectively cut the city into two sections. The construction of Memorial Highway further obstructed the Lincoln Avenue Corridor, creating safety and connectivity issues. As described above, the full vision of Memorial Highway was never realized, leaving underutilized infrastructure that continues to separate the neighborhood from the rest of downtown, encourage interstate vehicles from utilizing neighborhood roads as a cut-through, and discourage bicycle and pedestrian mobility.

Safety is a key concern in the Lincoln Avenue Corridor, particularly the intersection of Lincoln Avenue with Memorial Highway and Brook Street. The Lincoln Avenue Corridor would benefit from the complete streets and walkability strategies that have been successful in revitalizing the downtown and waterfront neighborhoods in New Rochelle. These strategies make neighborhood streets safer and contribute to a healthier quality of life and environment.

### Open Space and Recreation

The influx of new residents in the downtown is creating a need for additional open space. The City of New Rochelle has demonstrated the capacity for creative solutions, including a new plaza built in 2017 at the base of a utility bridge over I-95 that will soon be open to pedestrians. The City has also begun significant rehabilitation of Lincoln Park, a four acre public park located adjacent to the Remington Boys & Girl Club, an important community recreation resource. The existing Ruby Dee Park Library Green contains one-acre and is the only public park in the downtown. While City-owned vacant land in the DRI Area is scarce,

the potential reconfiguration of Memorial Highway and partnerships with developers provide additional opportunities to increase open space in the DRI Area. A lot on the corner of Winthrop Avenue and Brook Street that will eventually be vacant when the Heritage Homes development is complete presents yet another opportunity for new open space in the DRI Area. Reconfiguration of Memorial Highway (a project called “The Linc”) would add approximately 5.5 acres of open space (including dedicated open space, bicycle lanes, and sidewalks) and the creation of a park at Heritage Homes would add approximately 0.7 acre of open space to the DRI Area.

## Arts and Culture

The City recently created an Arts and Culture District. One of the cornerstones of the District is the Interactive Digital Environments Alliance (IDEA), an arts and technology initiative designed to encourage innovation, collaboration, research, open data and social responsibility in the fields of immersive media, artificial intelligence, digital storytelling and performance. The organization serves as a platform for the growing community of artists, technologists, and entrepreneurs to develop new work with emerging technologies. The Arts and Culture District, along with IDEA, the City’s recent investments in public art projects, and zoning changes allowing “createforce” housing and live/work units for artists, is helping to create a niche market in New Rochelle. Nourishment of the Arts and Culture District will continue to create jobs, encourage young people to stay in or move to the city, improve quality of life, and create an attractive downtown. A key challenge for the City is to ensure easy access from surrounding neighborhoods to the Arts and Culture District.

## Employment

As noted in the Demographics and Socioeconomic Characteristics sections above, the DRI Analysis Area has a higher unemployment rate, lower paying jobs and lower educational attainment rate than the City of New Rochelle and Westchester County. However, the Economic Conditions and Significant Employers section above states that job growth in New Rochelle has surpassed that of Westchester County, but the city imports many workers from New York City. These data suggest that job training could be an issue for the city and the DRI Area. The New Rochelle Downtown BID, IDEA, and the First Source Referral Center, a recent job training partnership between the City and Westhab and STRIVE, as well as the encouragement of mixed-use and commercial development in the DOZ, all provide opportunities for further job growth and training. As with the Arts and Culture District, access to these opportunities is limited to neighborhoods to the north, making accessibility a critical issue for the City.

## Recent, Ongoing and Planned Projects

As demonstrated above, the City has invested significantly, often leveraging private investment, in projects and planning initiatives to create a sustainable, transit-oriented and walkable downtown, and blossoming neighborhoods. The following is a list of the key recent, ongoing, and planned projects and planning efforts undertaken in the DRI Area:

- › Phase I of MobileNR, a downtown circulator transit service
- › Ultra-high-speed WiFi Kiosks
- › Complete Streets Concept Plan
- › Rehabilitation of Lincoln Park
- › Interactive Digital Environments Alliance (IDEA) New Rochelle
- › Creation of a plaza on Burling Lane and expected opening of a pedestrian bridge
- › Station Plaza North Pedestrian Improvements
- › Montefiore Medical Center Streetscape Improvements
- › First Source Training & Employment – a multi-tiered job placement and training program implemented through a partnership between the City and Westhab and STRIVE.
- › Private development – Thus far, the DOZ has resulted in five private developments in the DRI Area: New Ro Studios, Millenia, 64 Centre Avenue, the Standard, and 360 Huguenot, and four others on the border of the DRI Area: 277 North Avenue, 500 Main Street, the Huguenot, and 45 Harrison Street.

# 2



## Community Vision, Goals and Strategies

Based on extensive community input, the Local Planning Committee (LPC) and the City developed the DRI Vision Statement, a broad declaration of the community's hopes and aspirations for the City of New Rochelle's DRI Area. This section presents this vision statement as well a set of corollary goals and strategies.



## Vision Statement

New Rochelle seeks to forge stronger physical, economic, and social linkages between the Lincoln Avenue Corridor and our burgeoning downtown. Through positive commercial, residential, recreational, and cultural development and revitalization, we will provide enhanced and equitable access to job opportunities, green space, human services, and multi-modal transportation, including safe and attractive pedestrian connections between the Lincoln Avenue Corridor and downtown. This strategy of inclusive growth and prosperity will accelerate and leverage timely private and government investments in a fashion that simultaneously benefits residents of the Lincoln Avenue Corridor and of New Rochelle as a whole.

## Goals and Strategies

**Goal 1: Expand and enhance multi-modal access to employment, cultural, and recreational resources by improving the safety, accessibility, and appearance of the streets between and within the Lincoln Avenue Corridor and the downtown, and by facilitating greater regional access through the New Rochelle Transit Center.**

Strategies:

- ✓ Provide additional connections between the downtown commercial and cultural districts and the surrounding neighborhoods through operation of a loop bus shuttle.
- ✓ Continue implementation of the City's Complete Streets policy, traffic calming measures, and network of bicycle facilities.
- ✓ Provide new and improve existing sidewalks, jogging paths, and other pedestrian connections.
- ✓ Enhance and improve New Rochelle's multi-modal transportation options.
- ✓ Use private and public resources to create green linkages to improve community appearance, add pedestrian amenities, and provide visual linkages.

### **Goal 1 Projects**

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Improve Lincoln Avenue with Complete Streets Concept

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Transform and Reconnect the Lincoln Avenue Corridor with The Linc

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**Goal 2: Build a healthier and more enjoyable community by creating new accessible public open space and by improving existing local parks and recreational uses.**

Strategies:

- ✓ Identify vacant or underutilized properties that can be used to create new public open space.
- ✓ Partner with private developers to provide new public open space or recreation opportunities.
- ✓ Continue implementation of the Lincoln Park Master Plan.

**Goal 2 Projects**

---

Improve Lincoln Avenue with Complete Streets Concept

---

Rezone Lincoln Avenue Corridor – DO-8

---

Transform and Reconnect the Lincoln Avenue Corridor with The Linc

---

Upgrade Lincoln Park with New Comfort Station

---

Create the Heritage Homes Park and Playground

---

**Goal 3: Spur beneficial economic development by creating a positive investment climate that can attract private and public capital for mixed-use growth, including residential, commercial, institutional, and community service facilities.**

Strategies:

- ✓ Maintain and upgrade public infrastructure to support future growth and provide connections between the downtown and surrounding neighborhoods.
- ✓ Encourage co-working spaces to support entrepreneurs and provide incubator opportunities.
- ✓ Expand opportunities for job training and workforce development.
- ✓ Amend zoning in the Lincoln Avenue Corridor and nearby areas, outside of the DOZ, to foster mixed-use growth.

### Goal 3 Projects

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Rezone Lincoln Avenue Corridor -DO-8

---

Transform and Reconnect the Lincoln Avenue Corridor with The Linc

---

Add Solar Panels to the Reconstructed Remington Boys and Girls Club

---

Establish the WestCOP Resource Center

---

### Goal 4: Preserve the socio-economic diversity of New Rochelle by encouraging mixed-income residential growth at varying levels of affordability.

#### Strategies:

- ✓ Amend zoning outside of the DOZ to encourage mixed-income residential growth.
- ✓ Ensure residential growth, at all levels of affordability, is supported with access to open space and recreational opportunities.

### Goal 4 Projects

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Rezone Lincoln Avenue Corridor -DO-8

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### Goal 5: Enhance the cultural, artistic and historic assets of the community in a manner that reflects and celebrates the unique heritage and diversity of New Rochelle.

#### Strategies:

- ✓ Prioritize heritage-focused initiatives that have garnered public input and support.
- ✓ Partner with non-profit and community organizations to celebrate and enhance the cultural, artistic and historic assets of the community.
- ✓ Identify additional opportunities to enhance the Arts and Culture District.

### Goal 5 Projects

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Develop a Black Box Theater and Art Education Center

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Establish the Lincoln Park Conservancy History & Culture Center

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Add Solar Panels to the Reconstructed Remington Boys and Girls Club

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## Downtown Management and Implementation Strategy

This section describes how the implementation of the Projects identified in Section 5 of this report will be managed and sustained moving forward. As described in the Downtown Profile and Assessment, the City of New Rochelle's government has a strong and proven capacity for project management and organization that will help ensure the success of its downtown revitalization efforts. Led by Commissioner Luiz Aragon, New Rochelle's Department of Development will build on their planning efforts during the DRI process and continue to work together to implement the identified DRI projects in the city.



The City of New Rochelle's Department of Development plans and guides the physical advancement of the city and has a demonstrated record of managing complex projects. The Department of Development proposes and manages projects that enhance the built environment and improves the city's quality-of-life. Priorities include enhancing multi-modal access, creating linkages, and enhancing and developing cultural assets.

The DRI Strategic Implementation Plan was developed by the Local Planning Committee with City staff input and advice. The implementation of the Plan will be led by the Department of Development. The next section of this report outlines the public involvement and outreach efforts conducted as part of the DRI process. Through this process, the City engaged the public to solicit guidance, information and input, and lay the groundwork for future partnerships that will be essential for project implementation.

In addition to the staff of the Department of Development, much of New Rochelle's success can be attributed to its strength of the existing private and non-profit organizations with which the City has and will continue to partner to implement the DRI projects. These organizations include: Remington Boys and Girls Club, Lincoln Park Conservancy, WestCOP, Venezuelan American Endowment for the Arts, Montefiore New Rochelle Hospital, private developers, and others.

The majority of the Projects submitted for funding in the DRI Plan are capital improvement projects that will be implemented by the City, specifically the Department of Development. It is anticipated that the Department of Development will act as the lead to oversee implementation of the DRI Plan, under the direction of the New Rochelle City Council. In addition, other City departments will lead the implementation of relevant projects.

A few projects will require participation and oversight from private or not-for-profit entities. The City will help coordinate implementation efforts for these projects. The City will also continue to pursue any new opportunities for strategic partnerships that could aid in project implementation or leveraging of DRI funds.

In addition, several of the projects will involve a Request for Proposals (RFP) process and selection of a design consultant and/or project contractor to carry out the work. The Department of Development will oversee these processes in coordination with other City departments and staff as needed and appropriate. The responsible parties for the implementation of all projects proposed for DRI funding are outlined in the summary table in Section 5 of this plan. The Department of Development will also ensure seamless coordination with other governmental entities including Westchester County and the New York State Department of Transportation, as needed to implement the DRI projects.



## Public Involvement

Public involvement for the City of New Rochelle DRI Strategic Investment Plan included public meetings, stakeholder outreach, direct mail and online engagement methods. The Local Planning Committee (LPC), which included members of the community and key stakeholders, provided guidance and advice throughout the planning process, assisted in engaging community members and disseminating information on the DRI, and evaluated and approved the projects identified in the Plan.

Community outreach methods utilized during the planning process included stakeholder interviews, bilingual outreach materials, a robust project website ([newrochelledri.com](http://newrochelledri.com)), meeting notice postcards mailed to 2,751 residents and businesses in the DRI Area, and three public meetings (with Spanish translation available).

## Local Planning Committee

A Local Planning Committee (LPC) was convened to ensure that the DRI Strategic Investment Plan reflected a unique community vision to guide and direct public and private investment within the DRI Area. State agency staff worked with local officials and Regional Economic Development Council (REDC) members to identify DRI Area residents and representatives from key public, private, nonprofit, and institutional stakeholder groups and organizations. These local and regional leaders, stakeholders, and community representatives were then invited to participate in the LPC by the New York State Secretary of State. Mayor Noam Bramson and Marsha Gordon, President of the Business Council of Westchester, served as Co-Chairs of the LPC.

The LPC provided input on local issues; brainstormed ideas and provided direction to the consultants at meetings; reviewed draft documents; assisted in the public outreach process; served as community ambassadors; and assisted in the review and identification of priority projects to be addressed in the DRI Strategic Investment Plan. The LPC formed two subcommittees: a public engagement subcommittee and a project subcommittee. The public engagement subcommittee helped form the community engagement plan and identified best practices for reaching out to the public and advertising the public meetings. The project subcommittee met four times and provided input on project development, the project selection process and project funding requests.

The Consultant Team held monthly LPC meetings beginning in November 2018. Members of the public were invited to these meetings and each meeting either began or ended with a public comment period. Monthly meeting notes and materials from LPC meetings were made available on the project website ([newrochelledri.com](http://newrochelledri.com)).



Feedback on community needs from Public Meeting #1

## LPC Members

Mayor Noam Bramson (Co-Chair)

Marsha Gordon, Business Council of Westchester (Co-Chair)

Kim Jacobs, Community Capital New York, Mid-Hudson Regional Economic Development Council (Vice-Chair)

Councilman Jared Rice, New Rochelle City Council (Vice-Chair)

Rob Balachandran, New Rochelle Industrial Development Agency

Whitney Barrat, New Rochelle Public Library Board of Trustees

Nanette Bourne, Sam Schwartz Transportation Consultants

Tom Carey, Mid-Hudson Regional Economic Development Council, Westchester Putnam Central Labor Body

Ralph DiBart, New Rochelle BID

Kwamaine Dixon, Lincoln Avenue Task Force

Sarah Dodds-Brown, New Rochelle Planning Board, Lincoln Avenue Task Force

Leslie Gaskin, Carrington Arms Apartments

Clive Henry, Adobe Systems

Mondaire Jones, Westchester County

Sarah Jones-Maturo, RM Friedland LLC

Martha Lopez-Hanratty, Westchester County

Hugh Price, National Urban League

Yadira Ramos-Herbert, New Rochelle Public Library Board of Trustees, Lincoln Avenue Task Force

Iris Rosario, Montefiore New Rochelle Hospital

Nancy Street, Lincoln Avenue Task Force



## LPC Meetings

Five LPC meetings were held at New Rochelle City Hall. Each meeting began with introductory remarks by the LPC Co-Chairs, followed by the Code of Conduct Preamble by State staff. City Councilman Jared Rice provided summaries of public meetings and outreach. New Rochelle staff and the Consultant team provided presentations, facilitated discussion, and ended presentations with a list of next steps in the process. LPC members were encouraged to attend all meetings and participate in meeting discussions. Questions, answers, and comments were permitted and encouraged throughout the meetings. Members of the public attended each meeting and were given the opportunity to comment.

Meeting	Presented Topics
LPC Meeting #1, November 1, 2018	Introductions, DRI Overview, Timeline, Draft Vision, Illustrative Projects, Draft Goals, Community Engagement, Subcommittees
LPC Meeting #2, December 13, 2018	DRI Timeline, Review of Public Meeting #1, Community Engagement, Draft Profile and Assessment, Draft Strategies, Potential Projects
LPC Meeting #3, January 10, 2019	Guest Speaker (Tawkiyah Jordan, NYC Department of City Planning), Subcommittee Reports, Review of Public Open Call Projects/Ideas, Proposed Project Protocol, Project List
LPC Meeting #4, February 7, 2019	Review of Community Meeting #2, Project Review, DRI Project Funding Requests
LPC Meeting #5, March 7, 2019	Review of Community Meeting #3, Project Review, DRI Ballot, Review of DRI Process



*Public Meeting #2, New Rochelle City Hall*



## Public Meetings and Stakeholder Interviews

As part of the planning process, three public meetings were held at key points in the timeline - December 10, 2018, January 22, 2019, and February 28, 2019. The first meeting drew a crowd of approximately 75 people, 55 people attended the second meeting, and 40 people attended the third meeting. Public meeting presentations and notes were made accessible on the project website ([newrochelledri.com](http://newrochelledri.com)).

Projects were grouped into three primary topic areas - Mobility & Safety, Education & Employment, and Culture/Recreation/Open Space - which were carried through the planning process. The purpose of the first public meeting was to provide the public with details on the DRI program and planning process, confirm drafted goal and vision statements, and solicit feedback on the types of projects that the public wanted to see implemented in the DRI Area. The second meeting focused on identifying strategies to achieve the vision and goals while obtaining public feedback on the projects that were identified by the public and the LPC previously. The third and final meeting presented more refined details of proposed projects to ensure they were ready for inclusion in the final plan.



*Public Meeting #1, Remington Boys and Girls Club*

Each meeting solicited public input through a variety of methods. The first meeting included a formal presentation and question and answer session followed by an open house format allowing attendees to view project details and talk with the LPC, City Staff and Consultant Team. The second meeting included a presentation followed by a question and answer session and poster session, while the third meeting included a formal presentation where the

public had an opportunity to ask questions and provide comments. Comment cards were available at all meetings and Spanish translation was provided at the first two meetings.

The City of New Rochelle also conducted stakeholder interviews with various stakeholders from across the community. The City formally met with the following organizations: Montefiore Hospital, Indivisible New Rochelle, Glenwood Lake Association, Shiloh Baptist Church, 71 Lincoln Avenue, and New RoAR. The City informally met with several other organizations and individuals, went on site visits to WestCOP and Shiloh Baptist Church, and talked with community youth at the Remington Boys and Girls Club.



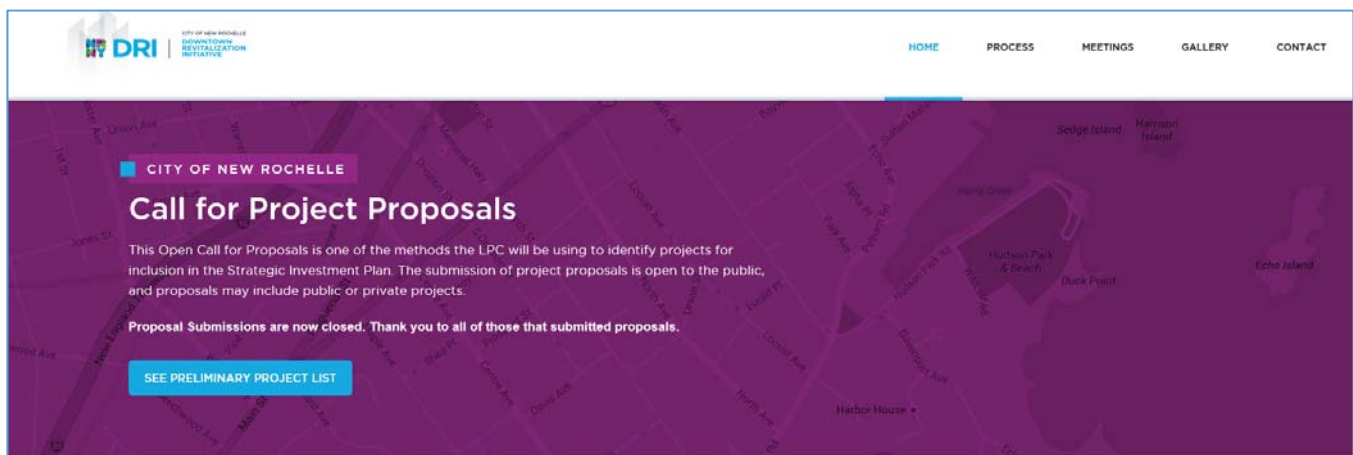
*Gathering input from community youth at the Remington Boys and Girls Club*

Municipal and State agencies were consulted throughout the DRI process. For example, New Rochelle's Commissioner of Parks and Recreation attended LPC meetings and public meetings and was consulted often on the parks and open space projects. Also, a meeting with the New York State Department of Transportation was attended by DRI State staff, New Rochelle staff, DRI consultants, and New Rochelle consultants to discuss the viability and technical issues of the Linc.

## Public Outreach and Input

Community outreach methods included the following methods:

- › Bilingual outreach materials in English and Spanish including project flyers and 2,751 postcards mailed to residents and businesses in the DRI Area in advance of Public Meeting #2 and #3.
- › An Open Call for Projects was provided to the public through the project website and advertised at the first public meeting. The Open Call for Projects deadline was expanded by one week per public request. In total, 18 projects were submitted through the Open Call for Projects portal, each of which was evaluated and discussed by the LPC.
- › Key meeting materials were developed in both Spanish and English. Spanish translation was available at the public meetings.
- › Posting of materials on the City website, including the home page, municipal calendar, and a dedicated DRI page at [newrochelledri.com](http://newrochelledri.com). The DRI website posted the DRI Vision and Goals, the DRI process, LPC member biographies, the project list, LPC and public meeting schedules, LPC and public meeting materials and notes, the Call for Projects portal, contact information, and a web based email form to contact the New Rochelle Department of Development. The DRI website was advertised at every public meeting and through LPC members.
- › Posting to social media about upcoming meetings and to advertise the DRI website.
- › Robocalls in English and Spanish advertising the public meetings.
- › Stakeholder interviews, as described above, were led by New Rochelle staff. Several informal interviews and discussions were led or attended by LPC members, including Mayor Noam Bramson and City Councilman Jared Rice.



Open Call for Projects on DRI Website



## DRI Planning Team

The core DRI Planning Team consisted of five members of the New Rochelle Department of Development staff, two consultants from VHB, and a project manager from the Department of State. The core team held weekly conference calls, which were also attended by the LPC Co-Chairs. The weekly calls provided opportunities for the Planning Team to coordinate and discuss the formats, agendas, presentations, and materials for the public meetings and LPC meetings, discuss priority projects, and receive guidance from the State. Frequent in-person meetings were attended by City staff and the consultants, who worked closely throughout the DRI process with State guidance as necessary.



*DRI Planning Team Site Visit, Memorial Highway*

# 5



## Projects Proposed for DRI Funding

Throughout the DRI process, the City of New Rochelle, the LPC, and the public collaborated to identify, refine, and finalize a list of projects to propose for DRI funding. These projects work harmoniously to further the goals and strategies of the Strategic Investment Plan, strengthen the city's infrastructure, and create an environment ripe for additional public and private investment.



**Table 5.1 Projects Proposed for DRI Funding**

<b>Project Number</b>	<b>Project Name</b>	<b>Page</b>
1	Rezone Lincoln Avenue Corridor - DO-8	5-5
2	Improve Lincoln Avenue Corridor with Complete Streets Concept and Traffic Calming	5-11
3	Transform and Reconnect the Lincoln Avenue Corridor with The Linc	5-29
4	Develop a Black Box Theater and Art Education Center	5-44
5	Establish the Lincoln Park Conservancy History & Culture Center	5-55
6	Upgrade Lincoln Park with New Comfort Station	5-61
7	Add Solar Panels to the Reconstructed Remington Boys and Girls Club	5-67
8	Establish the WestCOP Resource Center	5-71
9	Create the Heritage Homes Park and Playground	5-77

## Linking Together

The City's DRI application was crafted around the understanding that as the downtown has blossomed in recent years, the need to reconnect the downtown to the Lincoln Avenue Corridor and neighborhoods to the north has become stronger than ever. As the City and the LPC refined the list of projects to propose for DRI funding, they sought to understand how the city's infrastructure has fractured neighbors and focused on projects that link together to address these issues while promoting investment in the Lincoln Avenue Corridor.

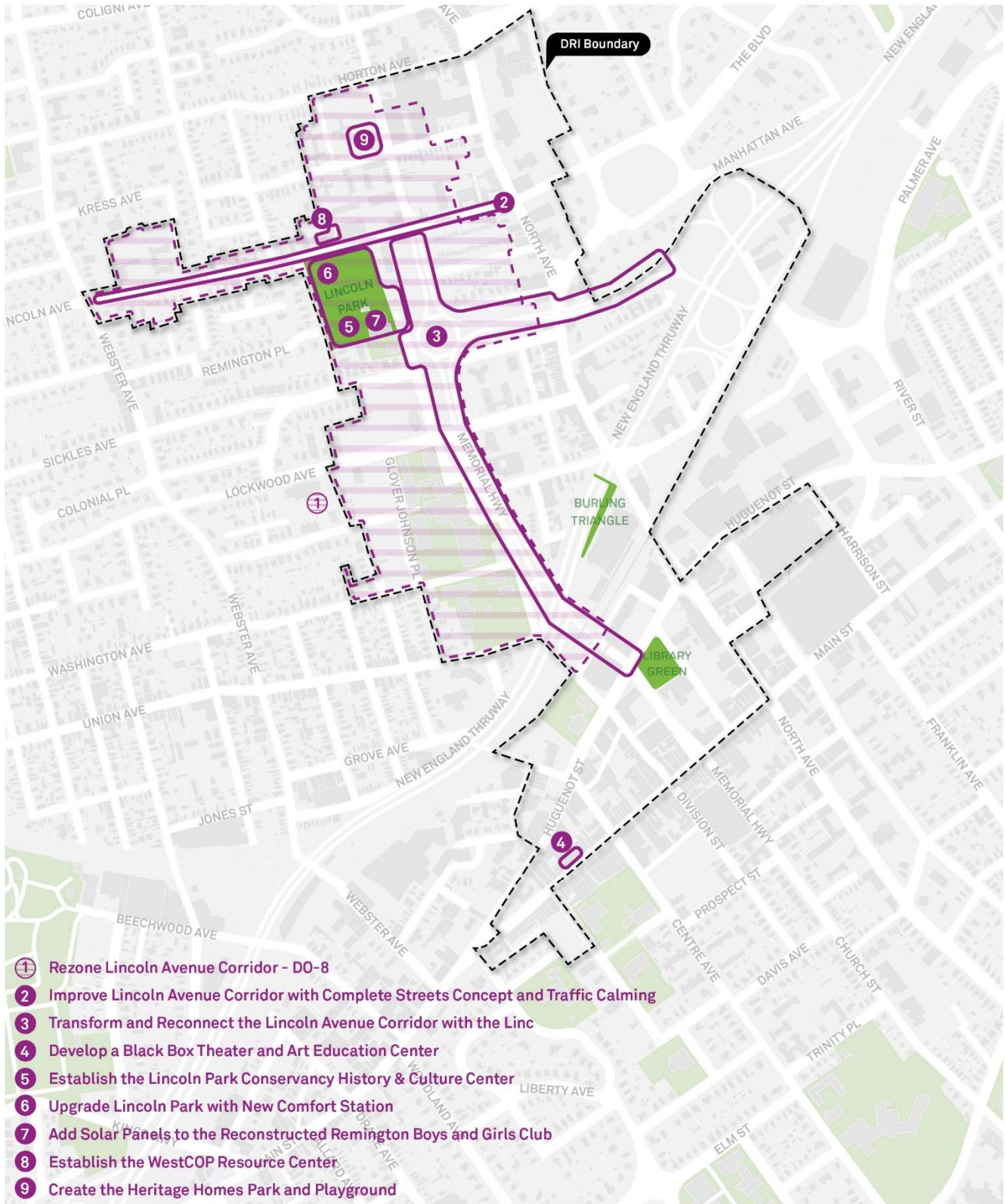
Over the years, various urban renewal and regional transportation efforts have resulted in severing the urban fabric of New Rochelle's downtown and upsetting its adjacent neighborhoods. Examples include the construction of Interstate 95, a below grade regional highway; Hartley Houses, a public housing project designed with a campus style; and Memorial Highway, a State highway that was intended to connect Interstate 95 with the Hutchinson River Parkway and Cross County Parkway to the west but was only partially completed. These projects have physically, visually, and psychologically separated New Rochelle neighborhoods. Current revitalization activities by the City have been guided by a common vision of reconnecting communities. For example, the ongoing redevelopment of properties in Burling Triangle seeks to reconnect an area split by Interstate 95. At one corner of Burling Lane, a utility bridge over I-95 is being converted by the City into a pedestrian bridge to facilitate safe and attractive access. In the Lincoln Avenue Corridor, the former Hartley Houses buildings have been demolished to make way for Heritage Homes, a new affordable town-house development with a traditional street-grid that has reconnected the site to the surrounding community.

These efforts continue through the proposed DRI projects (see Figure 9 for the location of each of the projects proposed for DRI funding). The most prominent example is The Linc which would replace the underutilized and divisive Memorial Highway with community open

space and multi-modal transportation linkages. This project will reconnect neighborhoods previously severed by the construction of Memorial Highway and create safe passage for pedestrians, bicycles, and vehicles between the Lincoln Avenue Corridor and the downtown. The Lincoln Avenue Complete Streets project will work with The Linc to provide a safer environment for those traveling on foot, bicycle, or vehicle throughout the neighborhood. These projects also provide safer connections to Lincoln Park, the Remington Boys and Girls Club, WestCOP services at 95 Lincoln Avenue, several churches in the Lincoln Avenue Corridor, and other important community resources.

The creation of a playground and park on the site of the last remaining Hartley Houses building will socially and physically connect the Heritage Homes development with the surrounding community by creating a shared open space resource. Further, the Black Box Theater and the Lincoln Park Conservancy Cultural Center will connect residents with their heritage and culture while contributing to the City's desire to promote arts and culture.

These improved linkages, rezoning the Lincoln Avenue Corridor, and the City's commitment to creatively address infrastructure challenges, will provide an environment that is ripe for private investment, promotes safe connections and transportation, and allows for shared resources throughout the Lincoln Avenue Corridor and the downtown.



**(Figure 9)**  
New Rochelle DRI Project Map

## Project Profiles

### Rezone Lincoln Avenue Corridor – Downtown Overlay Zone 8 (DO-8)

The adoption of a new zoning overlay for the Lincoln Avenue Corridor will encourage appropriate new development on a neighborhood scale.

#### DRI Funding Request and Total Project Cost

Total DRI Funds: \$300,000

Total Project Cost: \$350,000

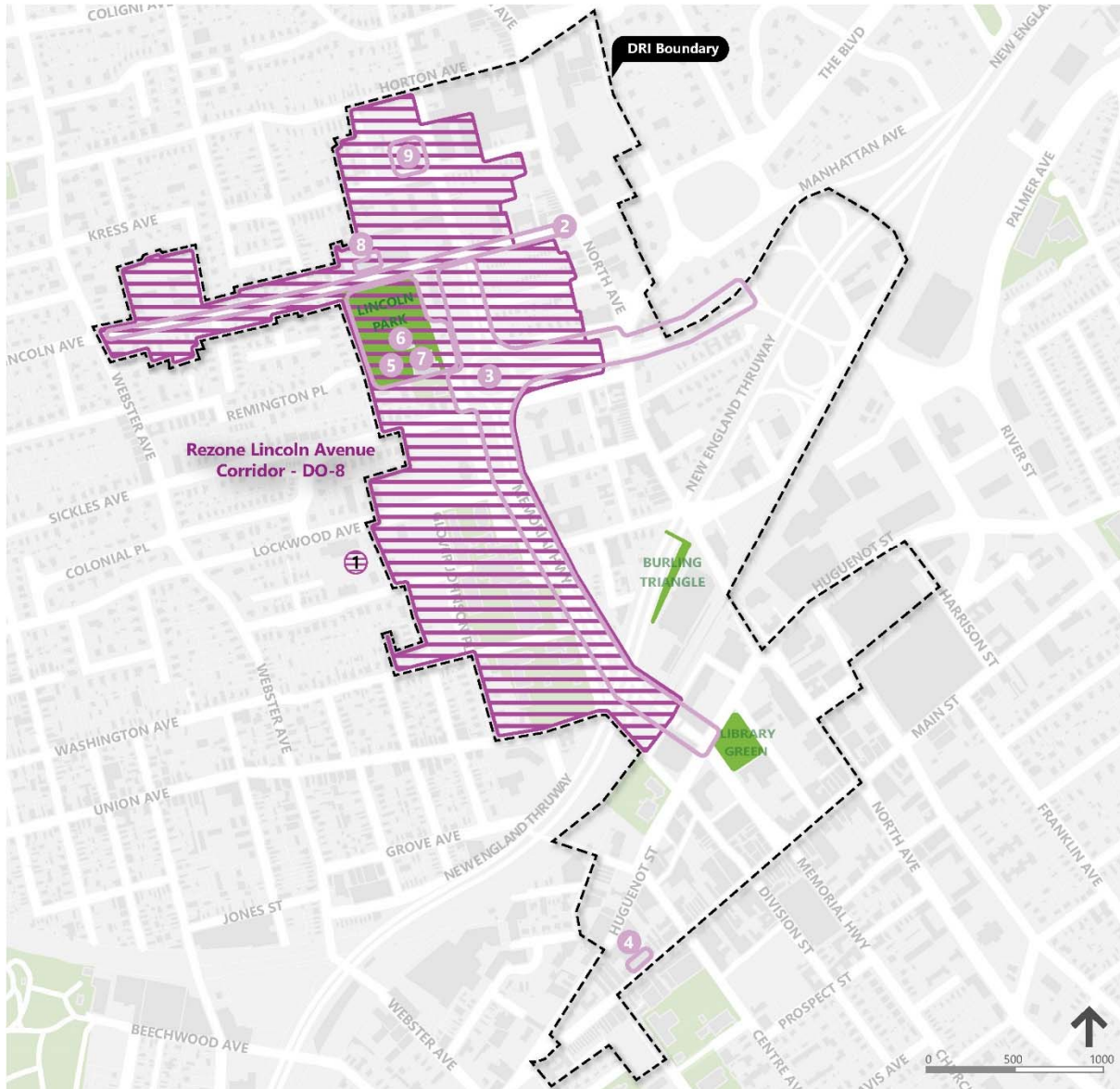
#### Project Description

The project entails the preparation of a new downtown zoning overlay, “DO-8”, covering approximately 86 acres. The DRI would fund related planning studies and required environmental review. Currently, the area is primarily zoned for residential uses (RMF 0.7). The principal uses allowed under this zoning designation include one- or two-family residences, multi-family residences, educational facilities, and houses of worship. By enabling a greater mix of neighborhood-scale land uses and pedestrian friendly urban design guidelines, the proposed overlay would attract locally serving commercial businesses, increase housing supply, and enhance park access. The rezoning process, which has not yet been initiated, will involve significant public input and a robust public engagement process.

#### Project Location

As shown in the map below, the proposed boundary of the DO-8 zoning district will be generally defined by Horton Avenue on the north and Union Avenue on the south. Along Lincoln Avenue, the boundary extends from Webster Avenue to just east of its intersection with Brook Street / Memorial Highway. Although there are some single-family homes in this area, the proposed zone also includes a significant number of multi-family apartment buildings, Lincoln Park, and the Sound Shore Medical Center.





## Property Owner/Sponsor and Acquisition of Real Property

The project sponsor is the City of New Rochelle. The boundaries of the proposed rezoning area include both publicly and privately-owned land. However, the project does not involve the acquisition or disposition of any properties and affects only the regulations that govern future development.



### Capacity

The City’s Development Department will oversee all technical aspects of the rezoning process and also manage the public outreach, environmental review, and regulatory compliance required for its eventual adoption by the City Council. Having successfully undertaken numerous strategic planning initiatives and other downtown rezoning efforts, the Development Department has the capacity and technical ability to bring this project to completion. The City will engage a consulting firm to assist with the preparation of the amended zoning code and execute impact analyses required for environmental impact assessment.

### Project Partners

The City will engage a consulting firm to provide technical support.

### Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"><li>› Amend zoning in the Lincoln Avenue Corridor and nearby areas, outside of the DOZ, to foster mixed-use growth.</li><li>› Amend zoning outside of the DOZ to encourage mixed-income residential growth.</li><li>› Identify vacant or underutilized properties that can be used to create new public open space.</li><li>› Ensure residential growth, at all levels of affordability, is supported with access to open space and recreational opportunities.</li></ul>	<ul style="list-style-type: none"><li>› Support the revitalization of our urban centers as engines of regional prosperity.</li><li>› 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.</li><li>› Develop non-mandated programs that encourage, educate, and foster green development projects as part of developing a green Hudson Valley economy.</li></ul>

### Anticipated Revitalization Benefits

In 2015, the City adopted a major update to its zoning code. Specifically, the City adopted an overlay zone for much of its downtown that was based upon form-based code principles. In addition to adopting the new zoning overlay, the City also prepared a developer’s guide that lays out the eligibility requirements for projects built within the DOZ in accordance with three different development standards. Each standard is associated with rules related to site frontage, site area, building heights, street wall specifications, parking, side yards, and rear yard setbacks. Also detailed within the guidelines are opportunities for developers to build additional stories in exchange for providing various kinds of community benefits. These benefits include actions that further historic preservation, arts and cultural space, community

facilities, public parking, green space, green building, open space, pedestrian improvements, affordable housing, or contributions to a community benefits fund.

The rezoning of the Lincoln Avenue Corridor will be a community-led process. The precise development standards and/or incentives will be determined through a transparent public engagement process similar to the one successfully conducted for the Downtown Overlay Zone. It is anticipated that many of the downtown revitalization principles that informed the development of the original overlay zone will be extended to the new district at the neighborhood scale. As occurred with other rezoned parts of the city's downtown, a key expected benefit of the rezoning will be the stimulation of local commercial development in appropriate locations along the Lincoln Avenue Corridor. The rezoning could also facilitate the creation of more housing, at a range of price points, that would be complementary with the fabric of residential development in this area of the city. Lastly, the rezoning process would also create the opportunity for designating more land for open space and ensuring that new residential developments are sufficiently linked to parks and recreation areas.

## Public Support

Feedback from the public resulting from public outreach and meetings expressed strong support for this project throughout the DRI planning process. Rezoning as a tool to entice new retail and residential development was also supported by the Lincoln Avenue Task Force established in 2016. Substantial community engagement will be incorporated into the rezoning process to ensure support of the final regulations of the new district.

## Jobs Created

No jobs would be directly created through this project.

## Project Budget and Funding Sources

Project Activity	Budget
Neighborhood Planning	\$55,000
Design Analysis	\$75,000
Drafting of Zoning Language, Map Changes, and Incentive Guidelines	\$50,000
SEQRA Scoping/Admin, EIS, Final EIS, Findings Statement, Printing, etc.	\$80,000
Traffic Analysis	\$60,000
Noise Analysis	\$15,000
Historic/Archeology	\$15,000
<b>TOTAL PROJECT COSTS</b>	<b>\$350,000</b>
<b>DRI FUNDING REQUEST</b>	<b>\$300,000</b>
<b>City of New Rochelle Contribution</b>	<b>\$ 50,000</b>

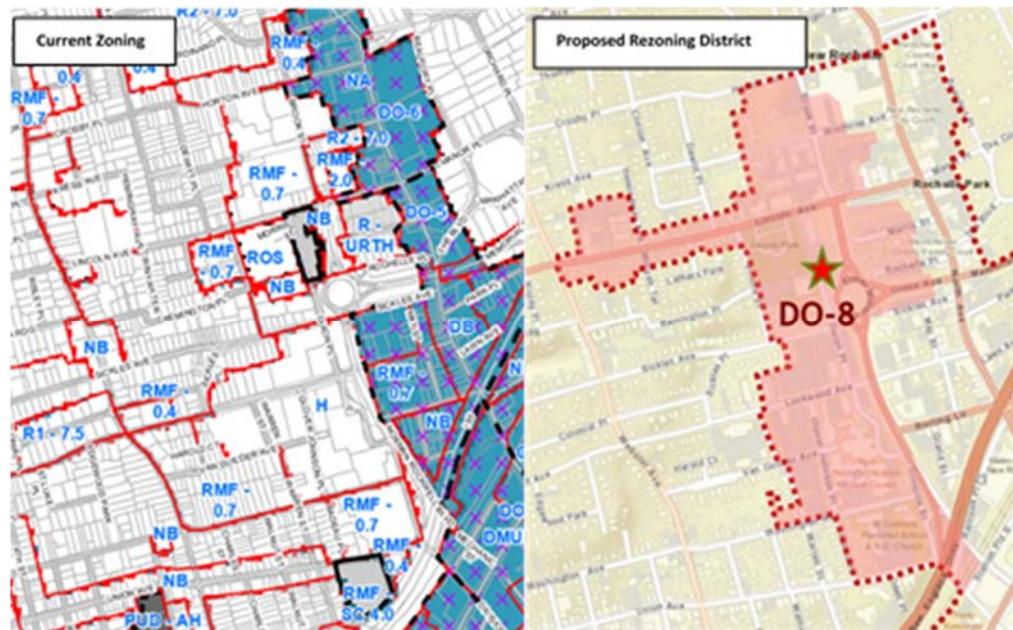
## Feasibility and Cost Justification

Given the City's track record in successfully rezoning other parts of its central areas, it is feasible that a similar rezoning effort can be undertaken within the DRI Area. A key economic benefit of this initiative will be the new business activity and local jobs generated from new commercial uses. More broadly, the rezoning is expected to identify opportunities for reinvestment in the area, thereby expanding and diversifying the city's tax base over time.

## Regulatory Requirements

Prior to the City Council's adoption of the revised zoning code, the City will solicit feedback on draft versions from the City's Planning Board as well its Zoning Board of Appeals. The proposed zoning will also be formally referred to the Westchester County Planning Board. Under SEQRA, the proposed initiative will constitute a Type I Action. For the purposes of conducting the required environmental impact assessment, the City will serve as lead agency.

## Images of Current and Proposed Conditions



## Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
Neighborhood Planning	1 Month
Design Analysis	2 Month
Drafting of Zoning Language, Map Changes, and Incentive Guidelines	3 Month
SEQRA Process (including scoping, outreach, and impact analyses)	6 Months
<b>TOTAL TIMEFRAME</b>	12 months

## Project Reporting

To measure the success of this project, the following project metrics should be used:

- › Provide a quarterly update to the New Rochelle City Council on the achievement of key milestones and completion of interim deliverables.
- › Determine number and type of new development applications received after rezoning.
- › Evaluate changes in property values and tax assessments before and after implementation of key actions.

## Improve Lincoln Avenue Corridor with Complete Streets Concept and Traffic Calming

Pedestrian and traffic infrastructure improvements on Lincoln Avenue and surrounding streets will improve mobility and safety throughout the Lincoln Avenue Corridor.

### DRI Funding Request and Total Project Cost

Total DRI Funds: \$2,000,000

Total Project Cost: \$2,000,000

### Project Description

The project involves improving pedestrian safety, bike mobility, vehicular safety, and transit access improvements along the Lincoln Avenue Corridor. These improvements will be integrated with the broader circulation changes and multi-modal enhancements that would be implemented under The Linc project.

Pedestrian safety improvements include new and relocated pedestrian crosswalks, additions and modifications of pedestrian ramps, curb extensions, other traffic calming measures, signalization improvements, and pedestrian awareness signage.

Bike mobility enhancements include provision of a bicycle sidepath, off-street bike pathways, and new bike crossings.

Vehicular improvements include elimination of on-street parking spaces near key intersection to enhance the visibility and safety of turning movements, road geometry improvements to enhance truck flows, and potential modifications to speed limits.

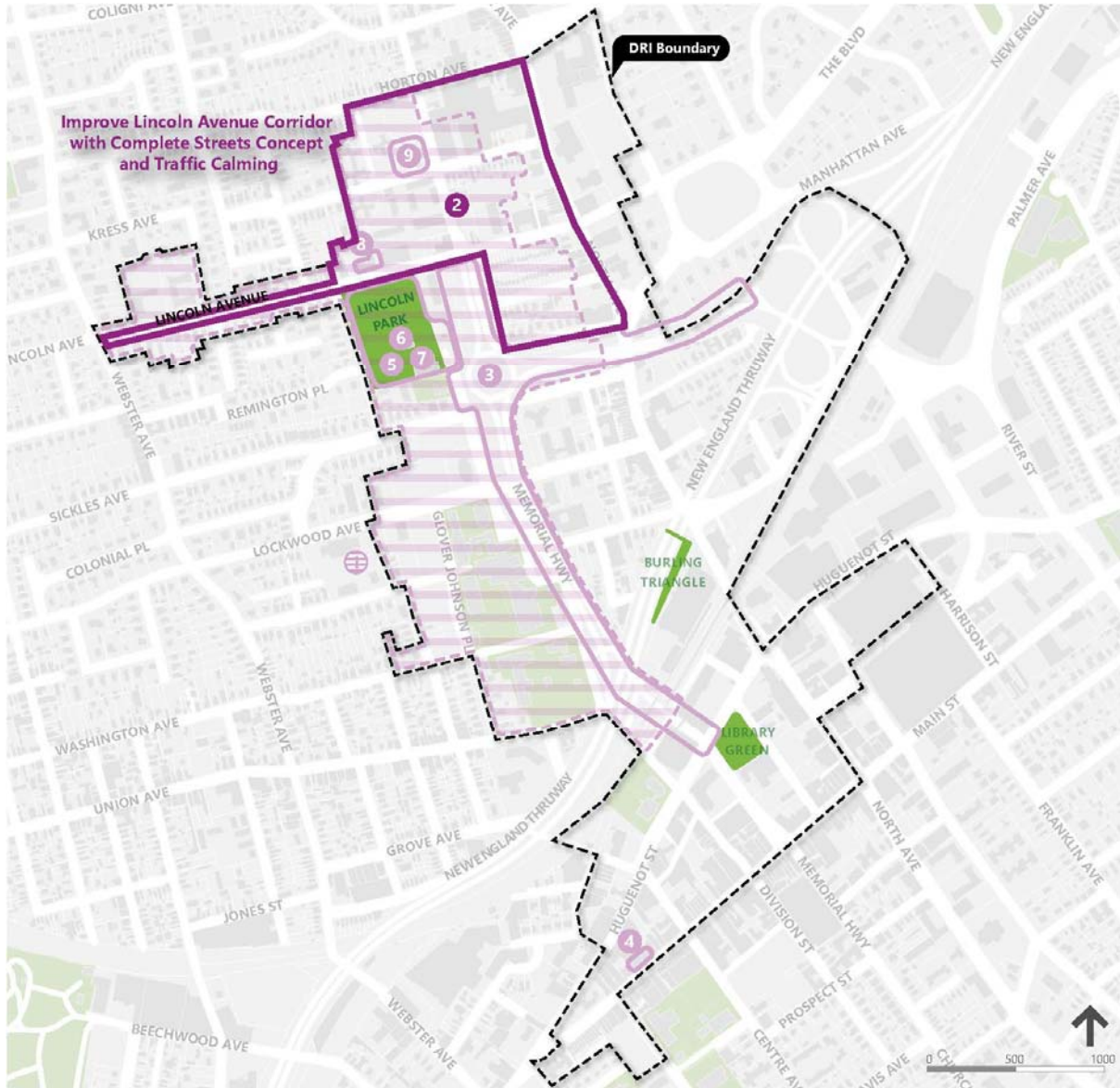
New and relocated bus stops will improve transit access and enhance vehicle-pedestrian visibility.

See below for more detailed descriptions of the proposed modifications.

### Project Location

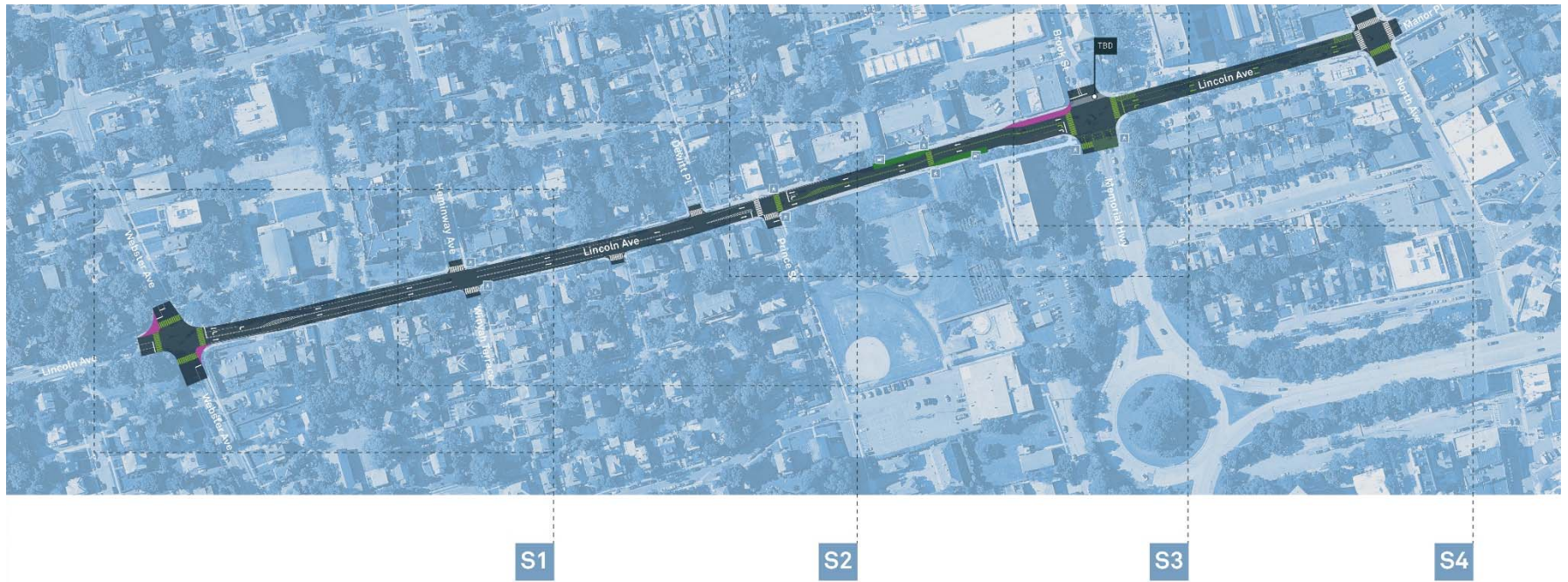
The project includes the Lincoln Avenue Corridor between North Avenue to the east and Webster Avenue to the west, the east-west spur of Memorial Highway to the south and the DRI boundary to the north. Improvements will be located throughout the corridor.





## Project Details

The project covers nearly a half-mile of Lincoln Avenue. The following overview map and breakdowns provide details on the proposed improvements.



## DRI New Rochelle Lincoln Avenue Complete Streets Overview

### Legend

	Repaint Crossing		Bicycle Crossing
	New/Realigned Crossing		Pedestrian Crossing Signal
	New Paving		Bus Stop
	Proposed Sidewalk		Bus Pull-Over Zone



**Lincoln Avenue: Webster Avenue Intersection** – This intersection is proposed to include either bump-outs or relocated curbs on the northwest and southeast corners of the intersection, restriped and/or relocated crosswalks, and new pedestrian curb ramps, as-needed.

Curb Extensions: On both the northwestern and southeastern corners of the intersection, the curb is proposed to be extended which will shorten the crossing distances on both Lincoln Avenue and Webster Avenue.

Crosswalk Relocations & Pedestrian Ramps: The crosswalk on Webster Avenue south of Lincoln Avenue will be relocated closer to the intersection. The existing pedestrian ramps on the southwestern corner and northeastern corner of the intersections will be evaluated for the potential to be relocated to straighten the crosswalks, making them more perpendicular to the direction of vehicular traffic and shortening the crossing distance even further.

Any existing pedestrian curb ramps proposed to remain will be evaluated for their current condition and repaired or replaced, as needed.

**Lincoln Avenue: Webster Avenue to Heminway Avenue/Winyah Terrace** – This section of Lincoln Avenue will be improved with the installation of new and improved crosswalks and other safety improvements related to on-street parking and ingress/egress from Shiloh Baptist Church.

Crosswalks: High-visibility crosswalks should be placed across Lincoln Avenue at Heminway Avenue/Winyah Terrace. New pedestrian curb ramps would also need to be installed for the crossings over Lincoln Avenue.

This is a mid-block crossing; high-visibility signage indicating the potential presence of pedestrians should be installed.

On-Street Parking Removal: On-street parking in proximity to the Shiloh Baptist Church was noted as causing visibility problems for vehicles entering and exiting the Church driveway. To improve safety for all users, this project proposes removing on-street parking on the west-bound side of Lincoln Avenue in-front of the Church to a point one on-street space east of the Eldorado Arms apartments driveway. This would result in the loss of 6 on-street parking spaces.

Additionally, the current ingress and egress for the Shiloh Baptist Church could potentially be reversed, requiring cars to enter the property further from Webster Avenue and exit closer to the Avenue. This setup has the potential to reduce the number of on-street parking spaces that should be removed for sight-line distance; however, the traffic flow pattern would need to be assessed from a traffic and safety perspective.

At the intersection of Heminway Avenue and Winyah Terrace, parking near the intersection was also noted to create a visibility issue for vehicles attempting to turn onto Lincoln Avenue. To improve this issue on the west side of the off-set intersection, it is proposed that at least one on-street parking space be removed from each side of Lincoln Avenue to improve visibility. This would result in the loss of two on-street parking spaces on this side of the intersection.





**DRI New Rochelle**  
**Lincoln Avenue Complete Streets**  
**S1**

**Legend**

	Repaint Crossing		Bicycle Crossing
	New/Realigned Crossing		Pedestrian Crossing Signal
	New Paving		Bus Stop
	Proposed Sidewalk		Bus Pull-Over Zone



*Webster Avenue to Heminway Avenue/Winyah Terrace*



**Lincoln Avenue: Heminway Avenue/Winyah Terrace to Prince Street** – This section of Lincoln Avenue will be improved with the installation of crosswalks and crosswalk signals.









Crosswalks: High-visibility crosswalks should be placed across Lincoln Avenue at Prince Street. A new crosswalk should be installed east of Prince Street with a replacement crosswalk west of Prince Street. High visibility signage indicating the potential presence of pedestrians should be installed. New pedestrian curb ramps would also need to be installed for the crossings over Lincoln Avenue on the east of Prince Street.

Pedestrian Crosswalk Signals: Crosswalk signals will be installed on the eastern side of the intersection for use with a newly installed crosswalk at this location.

On-Street Parking Removal: At the intersection of Heminway Avenue and Winyah Terrace, parking near the intersection was noted as creating a visibility issue for vehicles attempting to turn onto Lincoln Avenue. To improve this issue on the east side of the offset intersection, it is proposed that at least one on-street parking space be removed from each side of Lincoln Avenue to improve visibility. This would result in the loss of two on-street parking spaces on this side of the intersection.



**DRI New Rochelle**  
**Lincoln Avenue Complete Streets**  
**S2**

Legend			
	Repaint Crossing		Bicycle Crossing
	New/Realigned Crossing		Pedestrian Crossing Signal
	New Paving		Bus Stop
	Proposed Sidewalk		Bus Pull-Over Zone



*Heminway Avenue/Winyah Terrace to Prince Street*

**Lincoln Avenue: Prince Street to Memorial Highway** – This section of Lincoln Avenue will be improved with the installation of crosswalks, crosswalk signals and transit stop improvements.

Crosswalks: High-visibility crosswalks should be placed across Lincoln Avenue at Memorial Highway and mid-block at the newly relocated Bee-Line stops (see below). High visibility signage indicating the potential presence of pedestrians should be installed.

Pedestrian Crosswalk Signals: Pedestrian crosswalk signals will be installed across Memorial Highway on the south side of Lincoln Avenue for use with newly installed crosswalk at this location.

Transit Stop Improvements: The existing Bee-Line Route 7 curbside pull-out stop (bus stop) on the eastbound side of Lincoln Avenue adjacent to the Lincoln Park playground will be relocated approximately 275' to the east. The existing Bee-Line Route 7 curbside pull-out stop on the westbound side of Lincoln Avenue near the intersection with Memorial Highway will also be relocated between 175' to 250' to the west. If relocated 175' to the west, the stops would be adjacent to one another, but would require significant work to widen the road and realign sidewalks, curbing and potentially relocate utility poles. Alternatively, if the westbound side stop was relocated approximately 250' to the west, the east-bound and west-bound bus stops would be slightly off-set, thereby conceptually enabling this project to be implemented utilizing the existing road width between the existing curbs - minimizing, if not eliminating, the need for significant construction activities including moving curbs, reconstructing sidewalk, and potentially moving the existing stone wall along Lincoln Park inward toward the park. An off-set stop setup is anticipated to simply require restriping of the road which would create a "chicane" - a common traffic calming technique, which would further enhance the Complete Streets effort and thus be consistent with the project goals.

The road width curb-to-curb in this location is approximately 36'. On-street parking is prohibited in front of the Bethesda Baptist Church which is situated directly across Lincoln Avenue from where the east-bound and west-bound bus stop would be relocated (either a 175' or 250' relocation west-bound). A new crosswalk would be installed to connect the two stops (at least 10' from the stop), likely between each if designed to be off-set. If the stops are preferred to be adjacent to one another, a crosswalk would likely be located east of the stops near the existing apartment building (64 Lincoln Avenue). With a curb-to-curb width of approximately 36' and off-set stop, it is feasible to restripe the road for two 11' travel lanes and a bus pull-out area of 14' in width (more than the typical 12' pull-out standard). If stops adjacent to one another are provided, it will be necessary to expand the width of the curb-to-curb area by 10' to provide two 11' travel lanes and two 12' bus pull-out areas (46' width curb-to-curb total).





**DRI New Rochelle**  
**Lincoln Avenue Complete Streets**  
**S3**

*Prince Street to Memorial Highway*

**Legend**

Repaint Crossing	Bicycle Crossing	The Linc
New/Realigned Crossing	Pedestrian Crossing Signal	
New Paving	Bus Stop	
Proposed Sidewalk	Bus Pull-Over Zone	

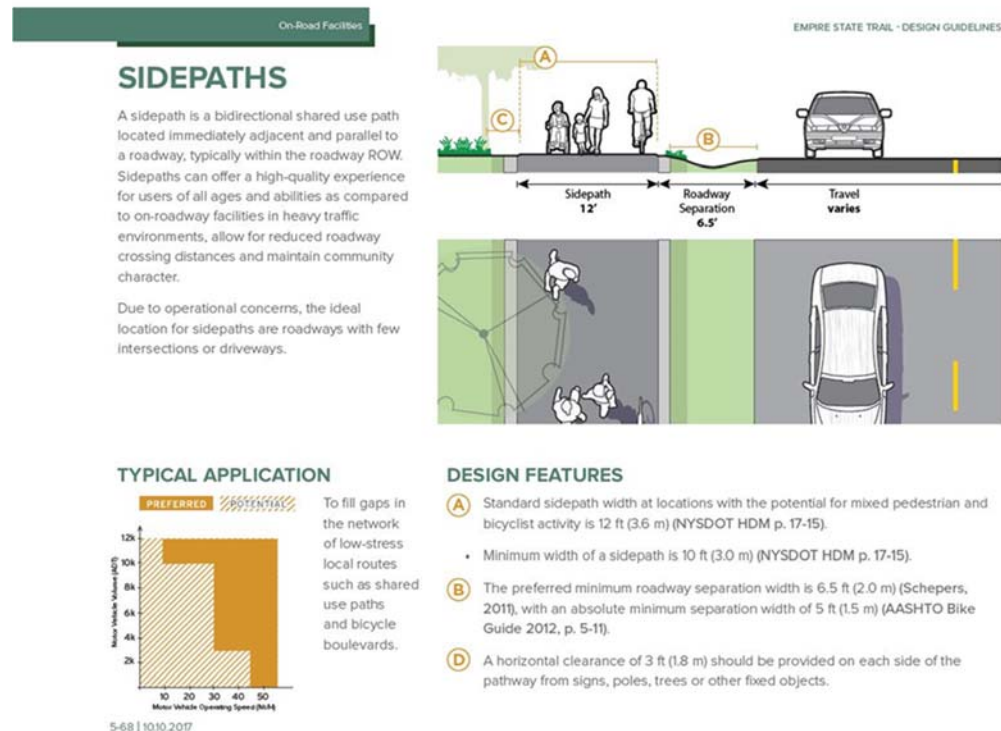




**Sidepath and Trail:** At the intersection of Lincoln Avenue and Memorial, on the southwest corner, a sidepath is proposed to be installed along the south side of Lincoln Avenue on the Lincoln Tower property, then turn south utilizing the current (proposed to be closed) Lincoln Tower driveway, and then connected to the Remington Boys and Girls Club.

Finally, the Bee Line is scheduled to have bike racks on all buses by mid-2019 (currently the fleet is not fully equipped with bike racks), which makes Lincoln Park and the Remington Boys and Girls Club logical termini for bike routing as it will provide a direct connection between transit, the Lincoln Avenue area, and The Linc, where additional bicycle infrastructure is planned.

Details from the recently released New York State Empire State Trail Design Guidelines document specifically referencing sidepath considerations are provided below. Additional details on installing these elements can be found in the Design Guidelines document, through NACTO publications, and the MUTCD.



Source: Empire State Trail Design Guide, 2017

**Lincoln Avenue: Memorial Highway to North Avenue:** As part of proposed change to the circulation pattern to accommodate The Linc, Lincoln Avenue between North and Memorial will be converted to a 2-lane, one-way westbound road. The northwest corner of this intersection has been identified by the City's engineer as a problematic location because it does not adequately accommodate right-turns onto Lincoln Avenue for trucks traveling southbound on North Avenue. Due to the existing geometry of the intersection caused by North Avenue intersecting Lincoln Avenue at an angle, trucks regularly mount the curb and run tires across the sidewalk at the corner of these two roads. This situation creates not only

a safety issue for anyone on the sidewalk, but a longer-term maintenance issue as curbs and sidewalks tend to crack and break apart under repeated use by heavy vehicles. Lincoln Avenue currently has three lanes – two eastbound and one westbound – which would be converted into two westbound-only lanes, as noted above. With this transition, it is feasible that there will be adequate curb-to-curb road width, utilizing the existing westbound lane as a “buffer” area, to permit trucks to make the turn without running onto the curb.

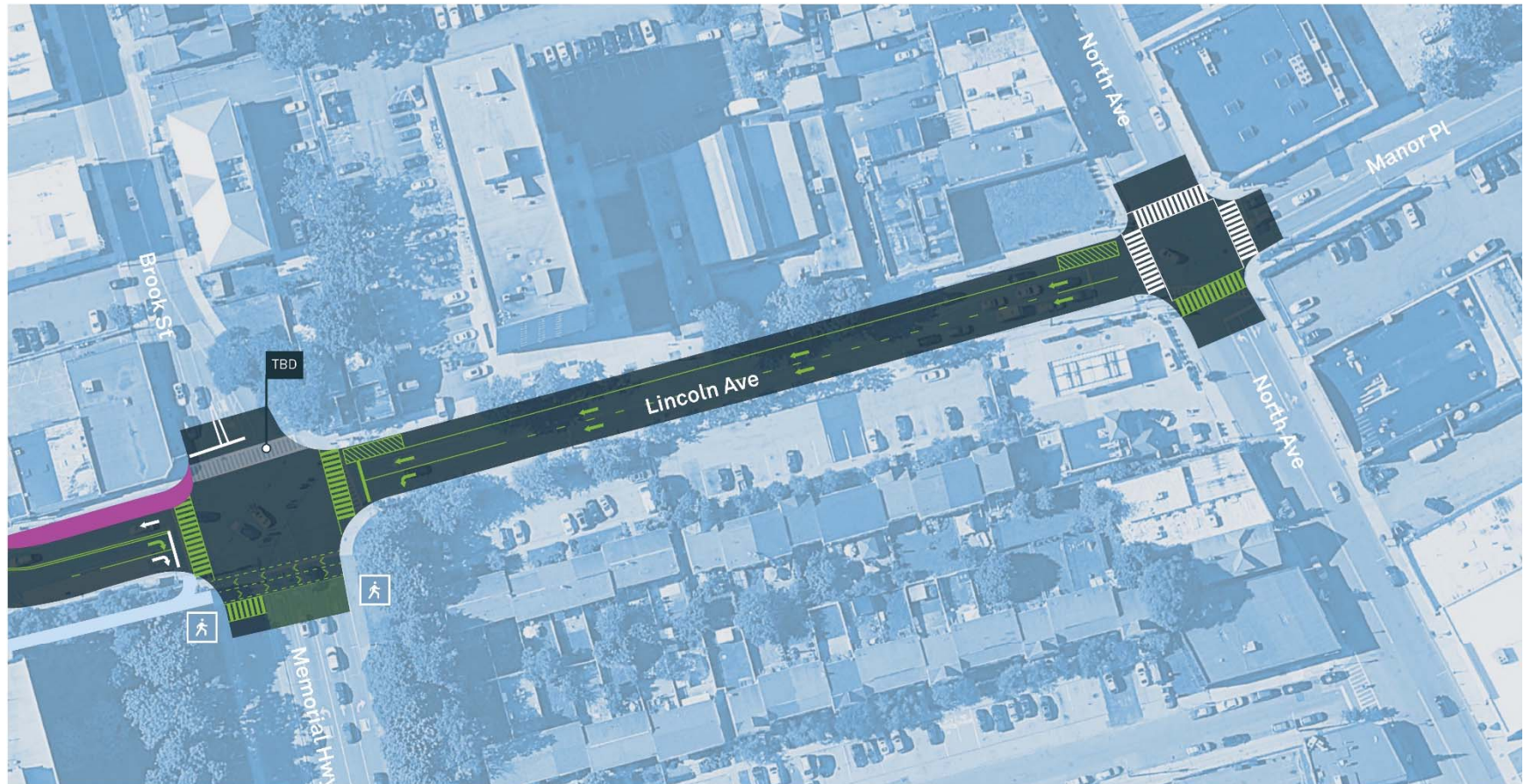
The North Avenue intersection on the south side of Lincoln Avenue is currently angled. The preferred alignment of the crosswalk is perpendicular to the vehicular travel lanes. This project proposes to straighten the crosswalks to make them more perpendicular to the direction of vehicular traffic and shorten the crossing distance for pedestrians.

Bicyclists coming from the sidepath, proposed to run parallel to Lincoln Avenue along the Lincoln Towers property, will be provided a newly painted crossing adjacent to a newly painted pedestrian crosswalk on Memorial Highway on the southern side of Lincoln Avenue. These connections will directly tie-in to bicycle and pedestrian improvements proposed as part of The Linc project.

Changes proposed to circulation patterns as part of The Linc project will impact Lincoln Avenue and likely adjacent roads, such as identified above. As a result of these vehicular traffic flow changes, a traffic study proposed as part of The Linc will include an assessment of Lincoln Avenue and streets north of Lincoln Avenue. This traffic study will provide an engineering analysis that will identify potential traffic calming improvements that are feasible in the neighborhoods, particularly along Brook Street, Winthrop Avenue, and Horton Avenue.

With Lincoln Avenue becoming one-way westbound, the existing left-turn lane from Brook Avenue onto Lincoln Avenue can be removed. This provides the opportunity to undertake a realignment or reconfiguration of Brook Avenue at Lincoln Avenue. Options include the potential to close-off Brook Avenue from Lincoln Avenue and provide a turn-around for vehicles or realigning the intersection utilizing traffic calming measures to repurpose existing unnecessary pavement for pedestrian enhancements. Bicycle and pedestrian access would be maintained for any reconfiguration or realignment of this intersection so that non-vehicular traffic could still easily access and cross Brook Avenue across Lincoln Avenue to the Linc.

**Additional Considerations:** The current speed limit along Lincoln Avenue is 30 mph. The City could investigate reducing speeds along the Lincoln Avenue Corridor, as a part of the other recommended improvements, to further improve safety. While speed limit reductions may not necessarily change driver behavior by itself, the combination of a speed limit change with physical improvements could enhance the physical improvement efforts. Similarly, the installation of additional speed limit signs within the corridor to remind motorists of the speed limit may be warranted. This effort would not require DRI project funding. Following construction of the Linc, it is recommended that an evaluation of existing conditions along Lincoln Avenue be conducted as a part of the Bicycle Master Plan process to look at the new conditions along Lincoln Avenue, nearby parallel on-street routes to gauge public opinion, and overall bicycle connectivity throughout the neighborhood to further improve bicycle access within and beyond the DRI project boundaries



**DRI New Rochelle**  
**Lincoln Avenue Complete Streets**  
**S4**

**Legend**

Repaint Crossing	Bicycle Crossing	The Linc
New/Realigned Crossing	Pedestrian Crossing Signal	
New Paving	Bus Stop	
Proposed Sidewalk	Bus Pull-Over Zone	



*Memorial Highway to North Avenue*

## Property Owner/Sponsor and Acquisition of Real Property

The property owner and sponsor of this project is the City of New Rochelle. Lincoln Avenue from North Avenue west to the City line, just west of Storer Avenue, is all City-owned. All roads intersecting with Lincoln Avenue within the DRI boundary, except Memorial Highway, are also City-owned.

The project does not require acquisition of real property. Property use agreement(s) may be required with Lincoln Towers for installation of new, and re-use of existing, paved area(s) for implementation of the sidepath for cyclists from the intersection of Lincoln Avenue to the driveway immediately west of the Lincoln Towers building and south to the Remington Boys and Girls Club, which is currently City-owned property.

## Capacity and Project Partners

The City has the capacity to implement and administer this project beginning with the RFP process to secure an engineering firm to create preliminary design plans for the proposed improvements along the corridor. The plans would then be finalized and used to create a construction bid package.

Based on the extensive experience that the City has in administering road improvement and repair projects, the City has a full understanding of the process that a project like this requires. Additionally, the City would continue to work with the Lincoln Avenue Task Force to identify exact traffic calming measures.

The City and its relevant divisions will work in partnership with the many different agencies that could play a role in project implementation. Within the corridor, the City will work with adjacent private property owners such as Lincoln Towers, the Remington Boys and Girls Club, and Shiloh Baptist Church to implement recommendations that will complement improvements on City-owned roadways. Additional project partners are likely to include, but are not necessarily limited to, the following:

- › The New York State Department of Transportation (NYSDOT)
- › Westchester County
- › Remington Boys and Girls Club
- › Neighborhood Groups and Lincoln Avenue Task Force



## Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> <li>› Continue implementation of the Complete Streets policy, traffic calming measures, and bicycle facilities.</li> <li>› Provide new and improve existing sidewalks, jogging paths, and other pedestrian connections.</li> <li>› Maintain and upgrade public infrastructure to support future growth and provide connections between the downtown and surrounding neighborhoods.</li> </ul>	<ul style="list-style-type: none"> <li>› Promote reduction of transportation demand; shifting from single-occupant vehicles to reliance on mass transit, ride sharing/carpooling, and alternative modes of transportation such as biking and walking; using hybrid vehicles or non-fossil fuels in vehicles; and reducing fuel consumption.</li> </ul>

## Anticipated Revitalization Benefits

This project will significantly improve pedestrian safety while also calming traffic, which is a vital component of the overall transformation envisioned for the corridor. Changes to this corridor are directly linked to The Linc project, which when completed, is anticipated to change the traffic pattern along Lincoln Avenue and further enhance safety and mobility.

## Public Support

Feedback from the public resulting from public outreach and meetings expressed strong support for this project throughout the DRI planning process.

This project is among the most important projects for the community as it would implement plans and policies that have been adopted by the City after significant community participation, including the following:

- › Complete Streets Policy: The City of New Rochelle adopted a Complete Streets Policy in 2012.
- › Complete Streets Plan: Completed in 2017, this plan included a significant focus on improvement recommendations for the Lincoln Avenue corridor.
- › Comprehensive Plan: The recommendations chapter outlines several elements supporting the concept of Complete Streets.

Building upon the previous work noted above, this project has benefitted from significant public support prior to the DRI and this high level of support has been maintained by the public and LPC throughout the DRI process. At the first public meeting, visitors to the Complete Streets input station requested action on this project as soon as possible, as the existing conditions were deemed to be inadequate. The improvements will positively benefit residents, including many students, who utilize the corridor currently. There was also strong public support during the second public meeting and LPC meetings.

Additionally, the Lincoln Avenue Task Force was assembled to compile, assess, and help address concerns of residents living along the Lincoln Avenue Corridor. The Task Force held a forum to discuss recommendations developed by the Task Force, including the need for pedestrian and vehicular traffic safety improvements, and followed-up that meeting with a Public Hearing.

All of the above referenced efforts have included discussions of pedestrian, bicycle and vehicular safety along the Lincoln Avenue Corridor and have been considered and integrated into the development of this project.

## Jobs Created

No direct jobs will be created through this project.

## Project Budget and Funding Sources

Project Activity	Budget
Catch Basins	\$40,000
Intersection Sidewalk Widening, including Curbing	\$390,000
Lane Striping	\$16,500
ADA Curb Ramps	\$72,900
High Visibility Crosswalks	\$27,000
Bus Shelters with Benches	\$20,000
Bus Pull-out Area	\$50,000
Bicycle Asphalt Path	\$18,400
Addition of Pedestrian Signals on Existing Traffic Signals	\$600
Bicycle lane striping with chevron lines	\$675
Bicycle Symbol pavement marking	\$189
Arrow Pavement Marking	\$197
Design/Engineering (20%)	\$127,292
Construction Inspection (10%)	\$63,646
<b>SUB-TOTAL OF DESIGN &amp; CONSTRUCTION</b>	<b>\$827,399</b>
<b>Traffic Calming Implementation</b>	<b>\$601,242</b>
<b>New Signals at North Ave. &amp; Memorial Hwy.</b>	<b>\$300,000</b>
Contingency – 15% (does not include Design or CI listed above)	<b>\$271,359</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$2,000,000</b>
<b>DRI FUNDING REQUEST</b>	<b>\$2,000,000</b>

## Feasibility and Cost Justification

The purpose of this project is to assist in transforming Lincoln Avenue into a Complete Street and to provide traffic calming in the neighborhoods to the north of Lincoln Avenue. The DRI funding request for Complete Streets and traffic calming directly links the neighborhoods to the west and north along this major corridor to The Linc project and many others that are proposed as part of the DRI program. In addition, these funds will go directly to improving safety for all users along, and to the north of, the corridor, a goal of the City and significant request voiced by residents over the years and as part of the public engagement efforts undertaken as part of this project.

## Regulatory Requirements

- › Issuance of RFP for engineering and design, then construction
- › ADA compliance

## Images of Current and Proposed Conditions



*Current conditions on Lincoln Avenue*



## Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
RFP process and selection	4 months
Construction and Design Drawings / Approval Documents and Permit Procedures	6 months
Construction	4-6 months
<b>TOTAL TIMEFRAME</b>	14-16 months

## Project Reporting

This project should be monitored for progress and adherence to the proposed timeline and budget outlined above. Performance and impact can be measured by undertaking the following steps:

- › Analyze traffic accident data for all modes of transportation pre and post improvements
- › Undertake a bicycle and pedestrian count program pre- and post-improvements.
- › Engage the community to identify changes in attitude about the condition of the corridor.
- › Assess any changes in transit usage for both pedestrians and bicyclists.
- › Assess differences in traffic volumes and speeds pre- and post-improvements.

## Transform and Reconnect the Lincoln Avenue Corridor with The Linc

This project, called “The Linc” creates the necessary physical linkages in order to allow for the revitalization and reconnection of a struggling and distressed neighborhood to the downtown and its various services. The project, involving the repurposing of Memorial Highway, would not only enhance local connectivity but also catalyze new public and private investment while supporting the broader economic rejuvenation of the Lincoln Avenue Corridor.

### DRI Funding Request and Total Project Cost

Total DRI Funds: \$6,000,000

Total Project Cost: \$8,800,000

### Project Description

This project, called “The Linc”, involves converting portions of Memorial Highway from roadway to public linear open space with recreational uses, bicycle facilities and pedestrian amenities. Besides enhancing access and safety, these improvements would help build stronger economic linkages between the Lincoln Avenue Corridor and downtown while also attracting new investment and development activity in areas adjacent to the existing highway.

To accomplish this vision, changes to current traffic patterns and roadways will need to be implemented. Memorial Highway was originally proposed to connect I-95 to the Hutchinson River Parkway and Cross County Parkway. Only the first phase was constructed, leaving an overabundance of infrastructure that delivers traffic from Exit 16 off I-95 to local community roads. Memorial Highway is underutilized and does not function as originally intended. Fixing the dangerous intersection of Memorial Highway and Lincoln Avenue, and providing safe passage over Memorial Highway, is a high priority for the community. The construction of Memorial Highway also disconnected Lincoln Avenue and the surrounding community from the downtown.

## The Linc



Following is a description of the roadway work and linear open space elements included in The Linc.

### Roadway Work

Roadway work, including conversion to one-way streets and new signalization at key intersections will be required. A detailed traffic study will need to be completed and will refine final traffic patterns and necessary improvements.

- › Memorial Highway – accommodate south-bound traffic in two lanes of traffic on the westernmost side of Memorial Highway between Lincoln Avenue and Division Street. All other sections of the existing Memorial Highway roadway will be closed to vehicular traffic and converted to public open space, including the Memorial Highway Overpass from the Cedar Street (Exit 16) ramps to the roundabout on Memorial Highway.

- › North Avenue – convert to one-way northbound operations between Burling Lane and Lincoln Avenue. Accommodate parking on both sides of North Avenue.
- › Lincoln Avenue – convert to one-way westbound operations between North Avenue and Memorial Highway. (One-way conversion and safety improvements on Lincoln Avenue are included in the DRI project Improve Lincoln Avenue Corridor with Complete Streets Concept and Traffic Calming to create a comprehensive program for Lincoln Avenue.)

#### Open Space Elements/Placemaking

A Kit of Parts was developed to provide a conceptual set of options, to be used together or selected separately as budget and community interest allows, that the City can use to create a sense of place and amenities along The Linc. Final design and elements will be decided during the design phase of the project. The Kit of Parts identifies five distinctive zones for passive and active uses:

- › Lincoln Community Connector between Lincoln Avenue and the roundabout - create a pleasant pedestrian connection to Lincoln Park and entrance to The Linc with passive seating areas and design elements.
- › Lincoln Community Arts Zone encompassing the roundabout - preserve the existing tree canopy, provide space for performing and visual arts installations, and incorporate seating areas.
- › Exercise Terrain Zone east of the roundabout to The Linc terminus at Cedar Street – prioritize access to residential units, improve pedestrian crossings, incorporate bicycle facilities, provide community recreation options.
- › Market Zone between the roundabout and Lockwood Avenue – provide a place for a farmers’ market, create space for a high activity zone near the hospital, continue bicycle and pedestrian connections.
- › New Rochelle Library Walk from Lockwood Avenue to the southern terminus to The Linc at Division Street – complete the main pedestrian and cyclist corridor to Library Green and the New Rochelle Public Library and provide passive seating and reading areas.



The following images are from the Kit of Parts



ZONE 1

**LINCOLN COMMUNITY CONNECTOR**

- Reflect the urban fabric that was razed by Memorial Highway
- Provide passive seating areas
- Preserve existing green space
- Create a pleasant pedestrian connection to Lincoln Park and the Hospital



Ground Graphics/Wayfinding



Preserved & Improved Landscape



Signage

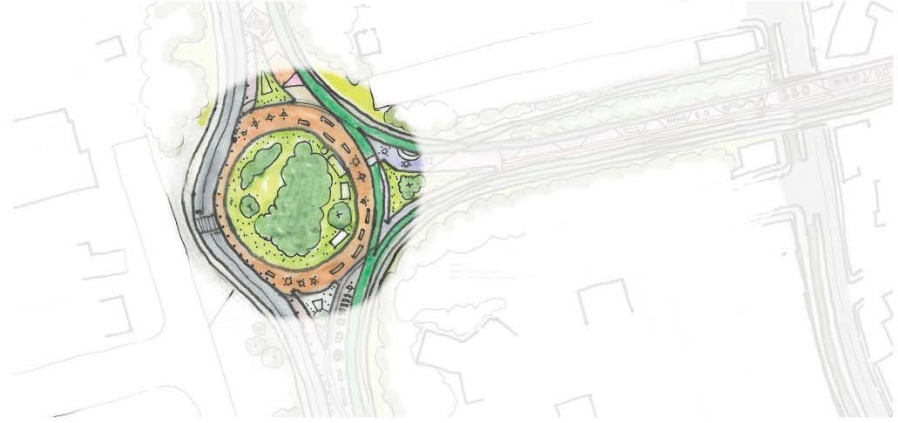


Seating

## ZONE 2

### LINCOLN COMMUNITY ARTS ZONE

- Preserve existing tree canopy
- Provide space for performing and visual arts installations
- Accommodate spectator seating areas



**Performing Arts Platform**



**Spectator Seating Areas**



**Art Installation Platforms**

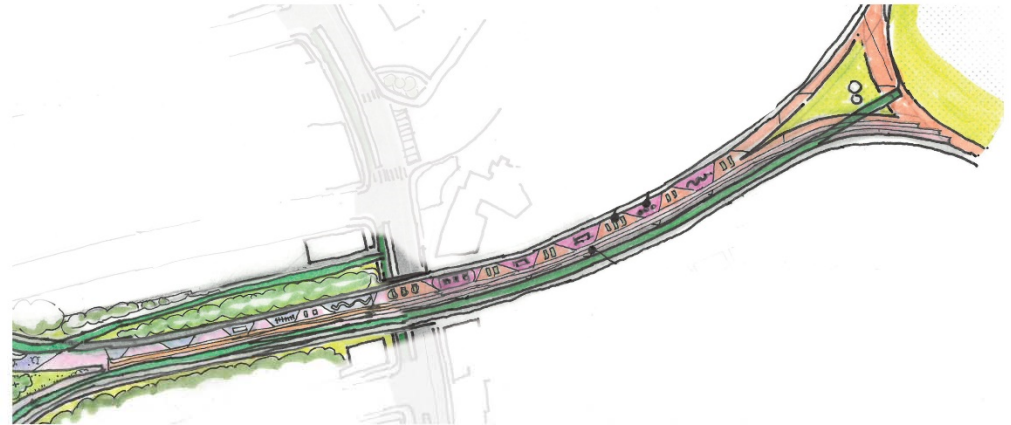


**Ground Painting**

## ZONE 3

### EXERCISE TERRAIN ZONE

- Prioritize access to residential units
- Widen sidewalks
- Improve pedestrian crossings
- Indicate dedicated bike lanes (striping)



**Ground Graphics/Wayfinding**



**Jogging Trail**



**Raised Community Garden Beds**



**Signage**



#### ZONE 4

##### MARKET ZONE

- Provide a place for small local entrepreneurs and regional farmers to sell goods
- Continue a welcoming pedestrian & bike connection along Memorial Highway
- Create space for a high activity zone near the hospital



Ground Painting



Booths



Seating



Tables

#### ZONE 5

##### NEW ROCHELLE LIBRARY WALK

- Complete the main pedestrian/cyclist corridor to Library Green/NR Public Library
- Promote youth literacy with Little Free Public Library stands
- Provide passive seating/reading zones



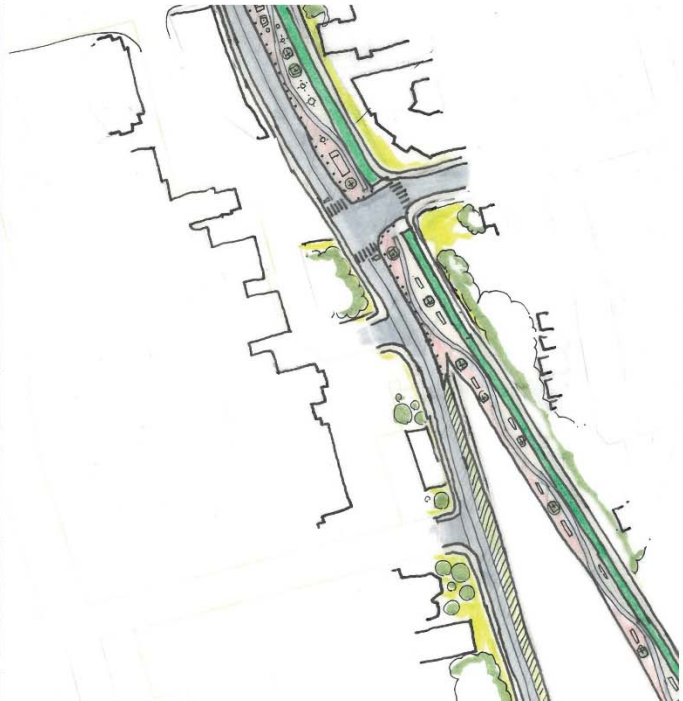
Little Free Library Stands



Ground Painting



Cultural Markers







Burling Lane, Huguenot Street/Main Street/US 1, and Kings Highway. Interstate-95 is owned by the New York State Thruway Authority. No roadway work is anticipated on Interstate-95, but coordination with the Thruway Authority will be necessary.

## Capacity and Project Partners

The City of New Rochelle has administrative capacity through its Department of Development, Department of Public Works, and Department of Parks and Recreation to implement significant capital projects. As the downtown continues to be redeveloped with significant private investment, these three departments have successfully worked together with other City departments to bolster public infrastructure to accommodate a rapidly growing population. The City will work closely with the NYSDOT through completion of this project.

## Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> <li>› Continue implementation of the Complete Streets policy, traffic calming measures, and network of bicycle facilities.</li> <li>› Provide new and improve existing sidewalks, jogging paths, and other pedestrian connections.</li> <li>› Enhance and improve New Rochelle's multi-modal transportation options.</li> <li>› Use private and public resources to create green linkages to improve community appearance, add pedestrian amenities, and provide visual linkages.</li> <li>› Identify vacant or underutilized properties that can be used to create new public open space.</li> <li>› Maintain and upgrade public infrastructure to support future growth and provide connections between the downtown and surrounding neighborhoods.</li> <li>› Ensure residential growth, at all levels of affordability, is supported with access to open space and recreational opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>› Support the revitalization of our urban centers as engines of regional prosperity.</li> <li>› Prioritize land conservation and public park projects that link city/town centers and transit stations with open space, cultural, and heritage sites.</li> <li>› Promote overnight accommodations, restaurants and recreation that appeal to diverse populations.</li> <li>› Emphasize entertainment and recreation through downtown development.</li> <li>› Link urban centers via waterfronts, greenways, ferries, and parks.</li> <li>› Promote reduction of transportation demand; shifting from single-occupant vehicles to reliance on mass transit, ride sharing/car pooling, and alternative modes of transportation such as biking and walking.</li> </ul>

## Anticipated Revitalization Benefits

The Linc is a transformative project that is anticipated to physically and economically revitalize the Lincoln Avenue Corridor and New Rochelle as a whole. The Linc will weave together the community which was severed with the construction of Memorial Highway by providing a shared open space resource and neighborhood-scale linkages. Like the rezoning of the Lincoln Avenue Corridor, the buildout of The Linc will unlock the full economic development potential of the surrounding neighborhoods by increasing foot traffic, enhancing access to existing local businesses, and stimulating the development of new mixed-use space.

The project will provide numerous travel safety benefits by reconfiguring dangerous intersections and providing safe passage from Lincoln Avenue to downtown for vehicles, bicycles, and pedestrians alike.

On a larger scale, The Linc will highlight the Lincoln Avenue Corridor as a place to explore with its own set of unique resources. The Linc will be a destination for the new downtown population and other nearby communities who desire a new perspective on the City by walking and biking on a former elevated highway, attending community events, and enjoying new recreational and public art amenities. Regionally, The Linc provides inspiration for creative solutions to older urban renewal and infrastructure projects that are outdated and have fractured communities.

## Public Support

Feedback from the public through community outreach, interviews with stakeholders, and public meetings expressed support for this project throughout the DRI planning process. The Linc also received a high level of support from the LPC.

The Lincoln Avenue Task Force identified better and safer traffic flows and the creation of new open space in the Lincoln Avenue Corridor as high priorities. Redesigning Memorial Highway to reduce the number of traffic lanes and adding pedestrian and bicycle facilities is recommended in the New Rochelle Comprehensive Plan, which was adopted in 2016 after a vigorous public participation process.

## Jobs Created

No direct jobs will be created as a result of The Linc but implementation of the project will result in indirect jobs due to the private development and economic investment that is expected as a result of The Linc.

## Project Budget and Funding Sources

Project Activity	Budget
<i>Road Work<sup>1</sup></i>	
Huguenot Street to Burling Lane	\$350,000
Burling Lane to Roundabout	\$1,350,000
Roundabout to Lincoln Avenue	\$80,000
North Avenue – Sickles Avenue to Lincoln Avenue	\$1,660,000
North Avenue – Burling Lane to Sickles Avenue	\$1,670,000
End of Memorial Highway and M/O Cross Westchester	\$430,000
<b>Road Work Subtotal</b>	<b>\$5,540,000</b>
<i>Placemaking Activities<sup>2</sup></i>	
<b>Placemaking Activities Subtotal</b>	<b>\$3,260,000</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$8,800,000</b>
<b>DRI FUNDING REQUEST</b>	<b>\$6,000,000</b>
<b>City of New Rochelle Contribution</b>	<b>\$2,000,000</b>
<b>Climate Smart Communities Grant</b>	<b>\$700,000</b>
<b>Local Business Contribution</b>	<b>\$100,000</b>

<sup>1</sup> Road Work includes pavement markings, curbs, concrete barriers, signal improvements, pavement milling, clearing and grubbing, mobilization, maintenance and protection of traffic, construction staking, police protection, inflation, contingencies, and incidentals.

<sup>2</sup> Placemaking Activities include amenities such as ground painting, seating, bollards, outdoor exercise equipment, raised planting beds, etc., as illustrated in the Kit of Parts.

## Feasibility and Cost Justification

The Linc will enhance the City's economic vitality by providing safe pedestrian and bicycle passage from Lincoln Avenue to the downtown, reconnecting the neighborhood through a shared open space resource, encouraging additional public and private investment in the community, creating open space and recreational opportunities for the community, and providing traffic calming throughout the area.

A memorandum dated December 11, 2018 from AKRF to the City of New Rochelle, provides a preliminary assessment of feasibility. The City will undertake a detailed traffic study to assess potential impacts to traffic on Memorial Highway, North Avenue, Lincoln Avenue and all surrounding roadways that may be affected by the project. The traffic study will also identify any necessary mitigation measures and will inform the final design of roadway modifications.

The Linc project aims to convert portions of Memorial Highway into community open space by modifying the surrounding roadway network to accommodate traffic pattern changes. The proposed open space consists mainly of hardscape materials with pedestrian and bicycle amenities. However, in the long-term, the City envisions The Linc to be a green oasis with landscaping, separated bicycle lanes, additional pedestrian amenities, programming and activities. The long-term vision will use the work performed as the DRI project as a base from which to build upon. The DRI project is not a temporary or phased project, it is a solid foundation that will create meaningful transformation throughout the DRI Area which may be improved over time. The rendering below shows the full vision of The Linc and what it may become.



## Long-Term Vision for The Linc



Rendering by AKRF

## Regulatory Requirements

- › NYSDOT coordination and approval (approval type depends upon final ownership)
- › Acquisition of property from NYSDOT or lease agreement with NYSDOT
- › New York State Thruway Authority coordination (regarding proposed rerouting off the exit ramp from Interstate-95)
- › Montefiore New Rochelle Hospital coordination (regarding emergency access)
- › Westchester County Department of Public Works and Transportation (regarding Bee-Line Bus service)
- › SEQRA

## Images of Current and Proposed Conditions



*Current conditions on Memorial Highway*



## The Linc Before and After



## Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
<ul style="list-style-type: none"> <li>› Land ownership or lease agreement with NYSDOT</li> <li>› Traffic study</li> <li>› SEQRA begins</li> </ul>	Year 1
<ul style="list-style-type: none"> <li>› SEQRA concludes</li> <li>› Design</li> <li>› Traffic reconfiguration</li> <li>› Installation of place making amenities</li> </ul>	Years 2-3

## Project Reporting

To measure the success of The Linc, the following metrics should be used:

- › Number of visitors to The Linc.
- › Number of public events hosted and attendance.
- › Amount of increased bicycle ridership.
- › Amount of new private development in the community.
- › Assess differences in traffic volumes and speeds pre- and post-project.
- › Assess differences in safety data related to vehicles, pedestrians, and bicycles pre- and post-project.



## Develop a Black Box Theater and Art Education Center

The development of a Black Box Theater and Art Education Center in downtown New Rochelle will introduce and promote new arts, culture, and education opportunities to the City and will draw residents and visitors to the downtown.

### DRI Funding Request and Total Project Cost

Total DRI Funds: \$830,000

Total Project Cost: \$5,452,032

### Project Description

The project is to establish a new community performing arts venue as part of the redevelopment of the former Loew's Theater building in the downtown. The physical raw space has been built by RXR Realty, developer of an adjacent \$120 million, 28-story mixed use development. As part of the agreement with RXR Realty, the City of New Rochelle provisioned the second floor of the former historic film house, with its original façade, for use by an arts and culture organization as a 'black box theater'-style space.

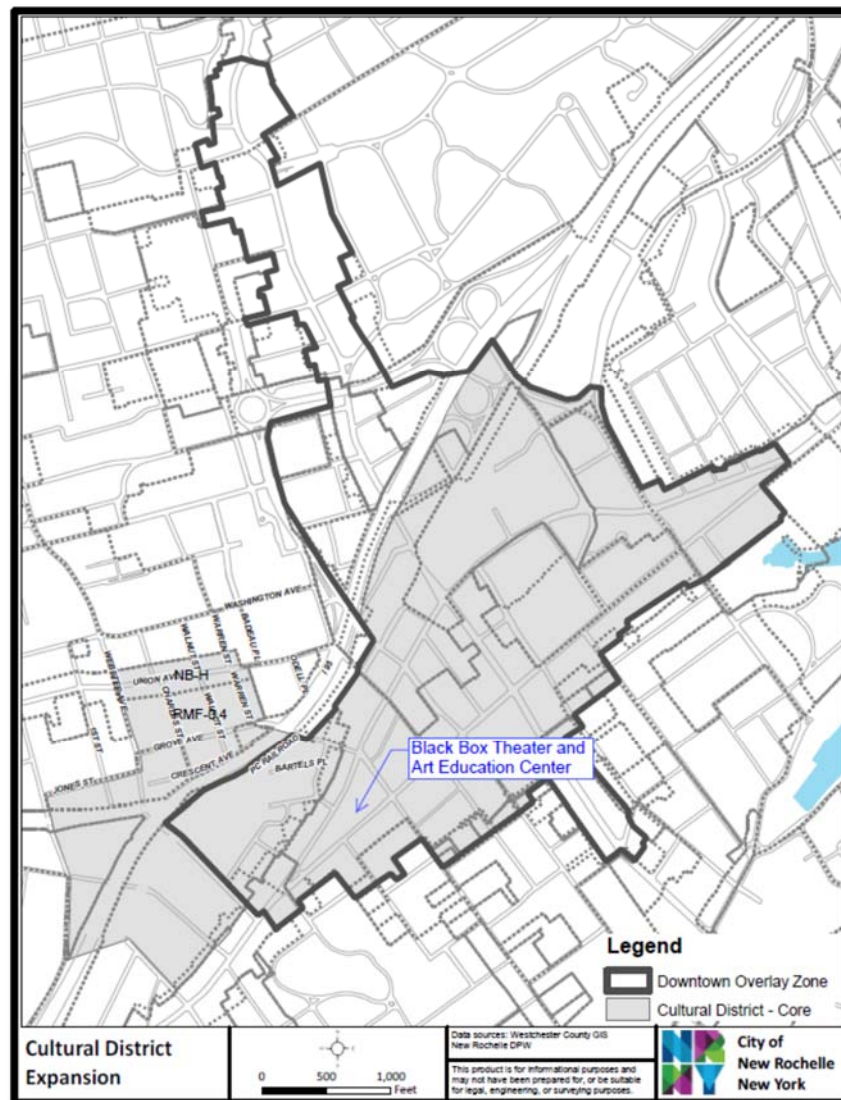
Built in 1926 in a Spanish-Mediterranean style, the historic Loew's Theater was an active 2,485 seat theater and movie house during the motion picture "Golden Age" of the 1920s. The theater initially programmed vaudeville and live stage shows, playing host to performers and celebrities including Bob Hope, Lucille Ball, Bette Davis, Olivia de Havilland and Will Rogers. Though it flourished in the first half of the 20th century as a live performance space serving the affluent residents of New Rochelle, it was later converted to a dual-screen theater; the venue closed in 1980, as television, VCR, and other innovations captured audiences' attention. It reopened as a nightclub called the *Palladium*, which closed in 2003 amid financial struggles.

The new Black Box Theater and Art Education Center will include a theater, an exhibition space, a coffee shop, an Artist-in-Residence (in a separate venue), performance arts in the City and an Art Biennale, among other activities for the cultural center and the City in general. The space will be operated by The Venezuelan American Endowment for the Arts ("VAEA"), an established arts organization chosen by the City through an RFP process. VAEA will activate the theater for uses primarily related to the arts and culture, including but not limited to theater, sculpture, dance, music, painting, digital exhibition art, poetry, art based vocational and educational programs, and/or other performance art. VAEA will fit-out the space according to their programmatic needs and pursuant to all applicable laws. The shell space will be provided rent-free subject to a lease agreement with developer RXR Realty for an initial term of ten years.

The interior shell is being provided by RXR Realty, developer of an adjacent residential tower. The agreement with New Rochelle is for renewable 10 year periods, in return for certain zoning bonuses granted by the City, and in conjunction with current efforts to revitalize downtown New Rochelle. The tower portion of this mixed-use development will be home to 280 apartments including studios, 1-bedrooms, and 2-bedrooms. The original Loew's Theater façade is being preserved and restored as part of the redevelopment of the site.

## Project Location

The project is located within the extended boundary of the New Rochelle Arts + Cultural District. The new Black Box Theater and cultural arts venue will be located at 587 Main Street, the site of the former Loew's Theater.



## Property Owner/Sponsor and Acquisition of Real Property

The City is offering the theater rent-free to VAEA as the tenant/theater operator, in exchange for fitting out and activating the space for arts and culture and offering programming of interest to the community. The space is also exempt from real estate taxes.

As part of an agreement with the City and in return for certain zoning bonuses granted by the City, RXR Realty, developer of the adjacent residential tower, recently renovated the façade of the theater to its 1929 grandeur and prepared the shell of the theater as raw space in preparation for improvements and fit-out by the operator, VAEA. Acquisition of real property is not required for this project.

## Capacity and Project Partners

The City has the capacity to implement and oversee this project in partnership with VAEA, as the selected operator for the theater and cultural space. The shell is being provided by RXR Realty, developer of an adjacent residential tower.

Based on the extensive experience that the City has in overseeing the development, maintenance and operation of public projects in partnership with private developers, the City has a full understanding of the process that a project like this would require.

The City and its relevant divisions will work in partnership with VAEA and RXR Realty.

## Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"><li>› Prioritize heritage-focused initiatives that have garnered public input and support.</li><li>› Partner with non-profit and community organizations to celebrate and enhance the cultural, artistic and historic assets of the community.</li><li>› Identify additional opportunities to enhance the Arts and Culture District.</li></ul>	<ul style="list-style-type: none"><li>› Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.</li></ul>

## Anticipated Revitalization Benefits

New Rochelle’s ongoing downtown development initiative was created with the intent of generating synergy between construction projects downtown. The overarching concept for downtown development is the creation of an active, mixed-use district with convenient, safe, and pleasant access to public transit. This plan incorporates the development of economically diverse high-quality housing, modern retail, commercial office space, hotel space, and the creation of an arts and cultural district, integrated with a

well-designed, pedestrian-friendly streetscape and an abundance of green space.

The purpose of this project is to assist in transforming Main Street into a cultural district, along with other art galleries, performance studios, and cultural offerings rising in downtown New Rochelle. The project will draw visitors to the downtown and will benefit visitors and residents of New Rochelle. In exchange for the City offering the space to VAEA essentially rent-free, VAEA will provide arts and culture programming accessible to New Rochelle residents in the heart of New Rochelle, serving as a new anchor to the social energy of the City's revitalized downtown.

## Public Support

Feedback from the public resulting from public outreach and LPC meetings expressed support for this project throughout the DRI planning process.

This project is among the key projects included in the New Rochelle Arts + Cultural District Plan, which included an extensive public engagement process gathering information through interviews, focus groups, an artist survey, public meetings, field work, past and ongoing plans in New Rochelle, and case studies from similar cities, in order to develop a shared vision.

Additional support comes from the arts and culture community in New Rochelle including the City's arts council (New Rochelle Council on the Arts), and more than ten other local arts organizations that contribute to the cultural fabric of the City, including the New Rochelle Opera, Sound Shore Chorale, Westchester Chamber Symphony, Songcatchers, and the Ajkun Ballet Theatre.

## Jobs Created

The project will create 7 jobs by the designated operator of the space.



## Project Budget

Project Activity	Budget
Phase 1: Build-out of the art exhibition space	
Phase 1 Capital Costs (\$300 per square foot for 5,500 square feet)	\$1,650,000
Public/Gallery 16% Design Fee	\$264,000
Public/Gallery 8% FF&E	\$132,000
<b>SUBTOTAL PHASE 1</b>	<b>\$2,046,000</b>
Phase 2: Construction of Mobile Grandstand Stage and Performance Space	
Phase 2 Capital Costs (\$700 per square foot for 3,924 square feet)	\$2,746,800
Theater 16% Design Fee	\$439,488
Theater 8% FF&E	\$219,744
<b>SUBTOTAL PHASE 2</b>	<b>\$3,406,032</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$5,452,032</b>
<b>DRI FUNDING REQUEST</b>	<b>\$830,000</b>
<b>VAEA Contribution</b>	<b>\$4,622,032</b>

## Funding Sources

- › DRI Funding: \$830,000 is requested to assist in implementation of Phase 1 of the project.
- › The remainder of the project cost will be matched by the operator and their funding efforts. The projected total capital fundraising goal to finish the cultural space over two phases is \$5.452 million, including design, FF&E and construction. Of this amount, VAEA will seek to secure a New Market Tax Credit allocation of \$6 million with net cash benefit to the capital budget of \$1.140 million. All capital fundraising is expected to be completed by the end of 2021.
- › The shell of the interior space, which is estimated to cost approximately \$3 million, is being provided by RXR Realty.

## Feasibility and Cost Justification

The purpose of this project is to assist in transforming Main Street into a cultural district, along with other art galleries, performance studios, and cultural offerings rising in downtown New Rochelle. In exchange for the City offering the Cultural Space to VAEA

rent-free, VAEA will provide arts and culture programming accessible to New Rochelle residents in over 9,500 square feet of space in the heart of New Rochelle, serving as a new anchor to the social energy of the City's revitalized downtown. The DRI funding request for fit-out of the theater space is leveraged by the City's commitment to provide the space rent-free and exempt from real estate taxes. The shell and restored building façade is being provided by RXR Realty.

The projected total capital fundraising goal to finish the cultural space over two phases is \$5.452 million, including design, furniture, fixtures and other equipment, and construction. Of this amount, VAEA will seek to secure a New Market Tax Credit allocation of \$6 million with net cash benefit to the capital budget of \$1.140 million. All capital fundraising is expected to be completed by the end of 2021.

VAEA is confident that it can combine resources from the Board of Directors and their companies, the Board of Advisors, crowd-funding, foundations and corporations with close ties to VAEA and to Westchester County, to undertake the soft opening in 2019, as well as the completion of the two phased construction initiatives. VAEA has committed to use the foundation's existing financial resources to jump-start this effort. The project is phased so that VAEA can quickly implement the first phase and use the space for events, performances, and fundraising activities which will assist in completion of the second phase.

## Regulatory Requirements

- › City of New Rochelle: Site plan approval; Building permits.
- › ADA compliance

## Images of Current and Proposed Conditions

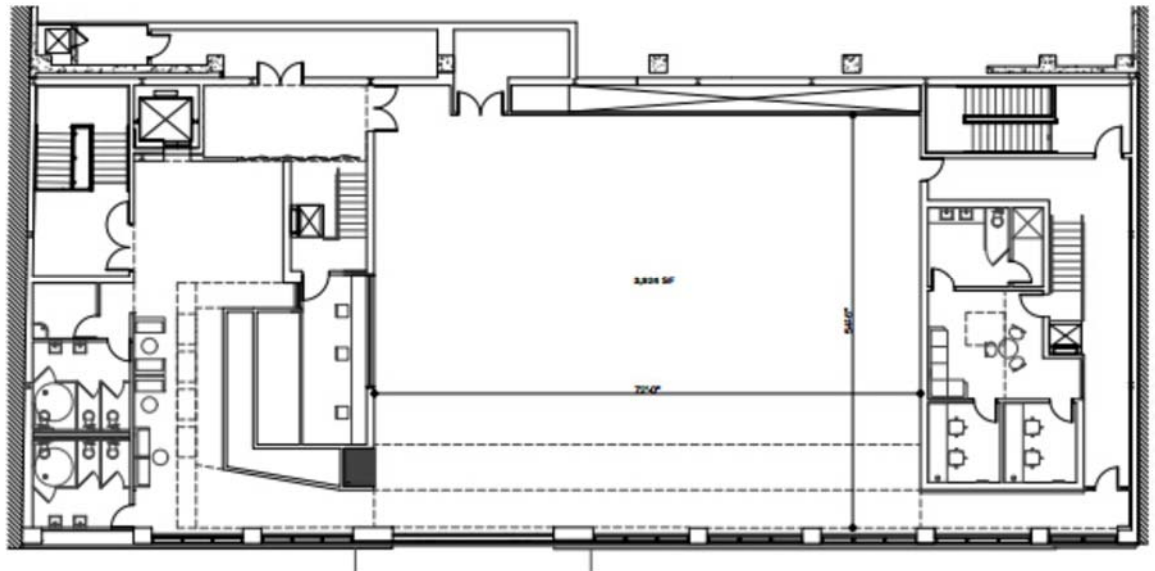


*Current Condition of Building Exterior, Historic Façade to Remain*



*Proposed Building Exterior  
Restoration of façade by RXR*

VAEA will open its doors with concept and ambition to become a world center stage. The objective is to transform and equip the rectangular area of 9,500 square feet on the second level of the old Loews cinema into a versatile platform, with a flexible program where visual arts, theater, film, music and literature converge and that any part of it, be the hall, lobby, etc. could be used for all kinds of modern artistic expressions.



*Interior Floor Plan  
Source: Venezuelan American Endowment for the Arts*

VAEA imagines the fundamental principle of the concept being the transformability of the spaces and the opening of the internal processes. Mobile barriers will divide the technical and public zones, and the functions of these zones could be interchangeable.



*Interior View*

*Source: Venezuelan American Endowment for the Arts*



*Interior View*

*Source: Venezuelan American Endowment for the Arts*

Because the Loews theater building represents an important cultural history for the City, the main design principle has been aimed to evoke the interior elements that could be found in the building in 1926. The elements of new construction do not try to imitate the original style, but rather try to preserve the environment and design philosophy of the original.



Under the design concept, the main room will become a space for exhibitions, conferences and performances requiring modern technology. The ceiling and walls allow placement for all the necessary equipment including lighting, scenography or panels for exhibitions anywhere in the main room.



*Interior View*

*Source: Venezuelan American Endowment for the Arts*

The room allows for flexible arrangements, for example, a mobile grandstand system and seating for 90 visitors can be placed in rows or separated into different combinations. The room can also change its appearance completely at will. If the black shutters that are placed along the entire perimeter of the room, are pulled down along the white walls, it becomes completely black.

Similar flexibility will be possible in the lobby. Exhibition panels, or stage elements, can be set when events are held here. Pylons, mobile barriers and false caissons in the lobby simultaneously act as a lattice for the fixation of exhibition elements. The space will include a 20-foot modernist espresso bar.

Metal benches, upholstered in black leather in a modern style, will be located in the hall. The restrooms will be located in this area too. In the far north will be the private spaces of the organization such as office, dressing rooms, art deposit, restrooms with shower, and a lounge.



*Proposed Theater*

*Source: Venezuelan American Endowment for the Arts*

RXR controls and will perform maintenance on all common areas (areas shared by the theater and other retail tenants), including parking, roadways, driveways, exits, direction signs, excess snow removal, etc. Beyond the details listed above outlining the provision of a "black box", RXR is not responsible for any further ongoing obligations to perform repairs, replacements or maintenance inside the theater.

## Timeframe for Implementation and Project Readiness

VAEA will employ a quick activation strategy for the Black Box Cultural Space by seeking to use the New Rochelle Public Library and other venues in the City to establish a performance and programming presence with the residents of the City and surrounding communities starting in September of 2019.

Thus, the goal is to have a soft opening with a Temporary Certificate of Occupancy later in 2019, followed by two phases of construction – Phase One will deliver a professional exhibition space, education classroom and public spaces by December of 2020 and Phase Two will create the Theatre, with its acoustic isolation and professional lighting, sound and seating opening in May of 2022.

Project Stage	Timeframe
RFP process and selection of Operator	12/18 - 1/19
Establish a performing and programming presence in the City	September 2019
Soft opening with Temporary Certificate of Occupancy	Late 2019
Construction and Design Drawings / Approval Documents and Permit Procedures	Mid-2019
Completion of Phase One – professional exhibition space, education classroom and public spaces	Opening December 2020
Completion of Phase Two – Theater	Opening May 2022
<b>TOTAL TIMEFRAME</b>	12/18 - 5/22

## Project Reporting

This project should be monitored for progress and adherence to the proposed timeline and budget outlined above. Performance and impact can be measured by the following metrics:

- › Number and type of events held annually at the theater.
- › Number of attendees at each event type at the theater and annually at arts and culture exhibits held within the space.
- › Total revenues generated from entrance fees, tickets or event fees compared to pre-construction levels.

## Establish the Lincoln Park Conservancy History & Culture Center

Establishing the Lincoln Park Conservancy History & Culture Center in the heart of the Lincoln Avenue Corridor will expand educational and cultural opportunities and preserve and promote the rich history of the community.

### DRI Funding Request and Total Project Cost

Total DRI Funds: \$75,000

Total Project Cost: \$75,000

### Project Description

The Lincoln Park Conservancy proposes to develop and maintain a History and Cultural Center within a meeting room of the soon to be reconstructed Remington Boys and Girls Club. The center will feature displays that document, preserve and promote the rich history of the Lincoln Avenue Corridor neighborhood and its connection, both historically and present-day, to downtown New Rochelle and the City-at-large.

The History & Culture Center will tell the story of African Americans in New Rochelle from pre-Revolutionary War to present, as well as the history of Irish, Italian and Latino immigrants who have lived in the Lincoln Avenue Corridor.

The History & Culture Center will celebrate the many talented and world-famous individuals that made the Lincoln Avenue Corridor home. Some of the celebrities and influencers who lived and worked in the Corridor include: Olympic Gold Medalist Lou Jones, Award-winning actor Richard Roundtree, Super Bowl Champion Redskin George Starke, Jr., Civil Rights Activists Paul Dennis and Napoleon Holmes, World-famous opera singer Ellabelle Davis, Community Advocate Jacquetta Cole, City Councilman Joseph Evans, City Councilwoman Rhoda Quash and many others.

The Lincoln Park Conservancy proposes that the History & Culture Center be included in the reconstructed Remington Boys and Girls Club meeting room which will function as a multi-purpose room for both visitors to the display as well as a meeting room for organizations and special events.

The project will include displays on the following topics:

- › African American History in New Rochelle, pre-Revolutionary War to present
- › Italian, Irish and Latino immigrant history in New Rochelle
- › Lincoln Avenue Corridor History - Lincoln School Desegregation Case



- › Famous Residents of the Lincoln Avenue Corridor
- › Historic Events in the Lincoln Avenue Corridor
- › Other relevant topics as displays are refreshed

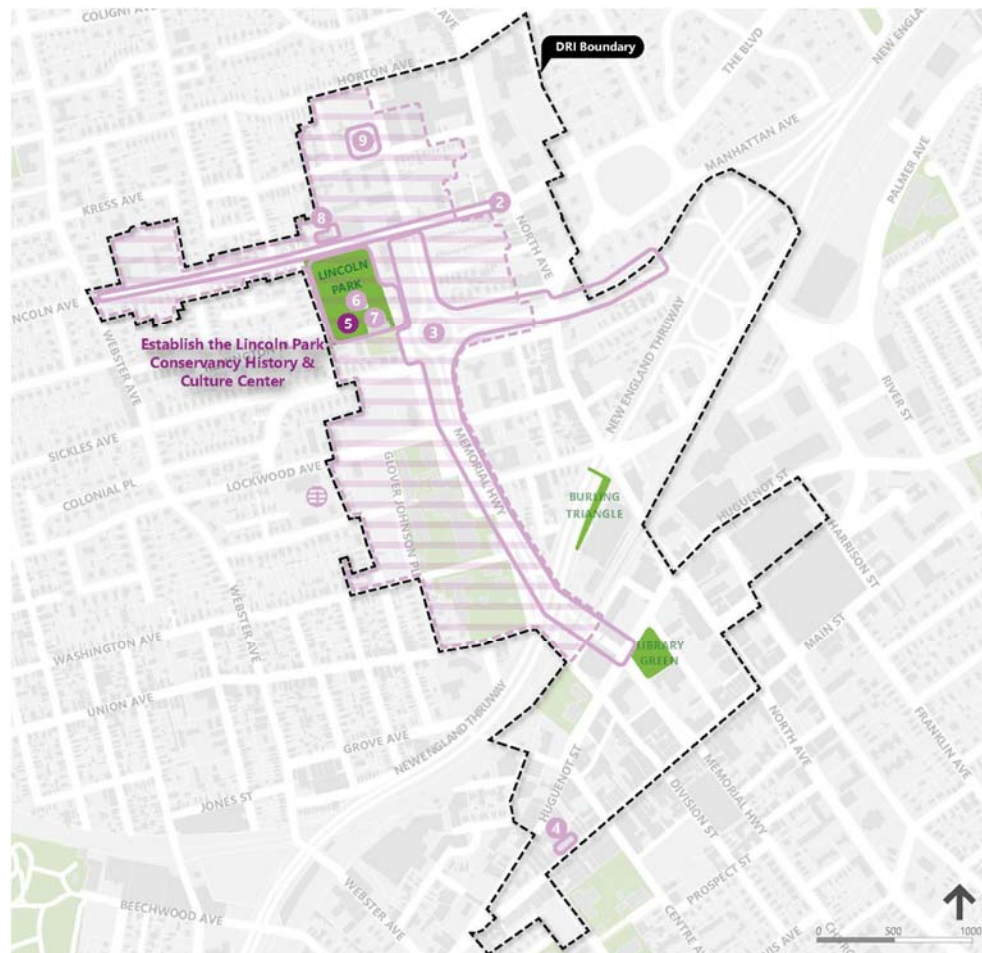
The displays will be kept in quality, secured display cases that are approximately 8 feet tall and 14 to 18-inch in depth. It is anticipated that there will be approximately 50 linear feet of display cases.

The Lincoln Park Conservancy's mission is to preserve the legacy of Lincoln Elementary School which was at the center of Taylor v. the City School District of New Rochelle, the first desegregation case filed in the north after the 1954 Supreme Court Decision in Brown v. the Board of Education, Topeka, KS.

The Conservancy was started in 2011, the 50th Anniversary of the Lincoln School Decision, to commemorate the struggle of the students, parents and the community in their pursuit of an equal education under the law.

## Project Location

The History & Culture Center will be established and maintained at the reconstructed Remington Boys and Girls Club, located at 116 Guion Place.



## Property Owner/Sponsor and Acquisition of Real Property

The property owner and sponsor of this project is the City of New Rochelle. It is anticipated that a private developer will own the property in the future and enter into a long-term lease agreement with the Remington Boys and Girls Club. However, the developer does not yet own the property, therefore the City will act as project sponsor. The Lincoln Park Conservancy has a verbal agreement with the Remington Boys and Girls Club for the Conservancy to create and maintain the displays for the cases.

The acquisition of real property is not required for this project.

## Capacity and Project Partners

The City has the capacity and first-hand experience with capital improvements such as this project. The City also has a history of working with and on public/private/non-profit partnerships to develop programs and capital projects.

The Lincoln Park Conservancy has the capacity to develop and maintain the display cases. It is their mission to preserve the legacy of Lincoln Elementary School and inform and educate the public of the Lincoln Avenue corridor's heritage. The Lincoln Park Conservancy currently operates Grow! Lincoln Park Community Garden, a 10,000 square foot sustainable, organic garden in Lincoln Park, adjacent to the Remington Boys and Girls Club. The garden contains 60 raised-bed plots that are leased to families, churches, community organizations and businesses. Four 50 square foot plots are specifically used to grow and distribute free crops to the community. Grow! Lincoln Park Community Garden has become an exemplary model of bringing together a community of urban farmers from all ethnic origins and neighborhoods in the City of New Rochelle. The Lincoln Park Conservancy maintains a successful partnership with the City in running the garden. Other programs sponsored by Grow! Lincoln Park Community Garden include yoga and zumba classes; workshops on gardening, wellness, and sustainability; and an annual festival. The workshop programs bring over 300 students from local schools, colleges and camps to the garden annually.

The City of New Rochelle, the Lincoln Park Conservancy, the Remington Boys and Girls Club and the future site developer will work in partnership to implement this project.

## Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> <li>› Prioritize heritage-focused initiatives that have garnered public input and support.</li> <li>› Partner with non-profit and community organizations to celebrate and enhance the cultural, artistic and historic assets of the community.</li> </ul>	<ul style="list-style-type: none"> <li>› Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.</li> </ul>

## Anticipated Revitalization Benefits

The displays will help educate area residents, visitors and youth on the rich and diverse heritage of the Lincoln Avenue Corridor.

## Public Support

Feedback from the public during community outreach efforts and LPC meetings expressed support for this project. This project was also submitted as part of the public open call for projects.

## Jobs Created

No direct jobs will be created through this project.

## Project Budget and Funding Sources

Project Activity	Budget
Display Cabinets	\$75,000
<b>TOTAL PROJECT COSTS</b>	<b>\$75,000</b>
<b>DRI FUNDING REQUEST</b>	<b>\$75,000</b>

## Feasibility and Cost Justification

The installation of the display cases which will house a history and cultural display that will benefit the visitors to the Remington Boys and Girls Club and residents of the area. The meeting room will be developed as part of the reconstruction of the Remington Boys and Girls Club. The displays will augment that room provide education on the community's rich and diverse heritage. The Lincoln Park Conservancy will have access to the meeting room to maintain the display and to use the meeting space for events to provide further educational opportunities to the youth and adults served at the Remington Boys and Girls Club.

## Regulatory Requirements

None.

## Images of Current and Proposed Conditions



*Lincoln School Desegregation Case Exhibit*

Source: Lincoln Park Conservancy



*Example of Revolving Exhibits*

Source: Lincoln Park Conservancy



## Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
Purchase of Cases	1 month
Installation	1 months
<b>TOTAL TIMEFRAME</b>	2 months

## Project Reporting

To measure the success of this project, the following project metrics should be used:

- › Number of visitors to the displays based upon person counts.
- › Volume of information and number of exhibits presented.
- › Increased community awareness of local history and cultural heritage.

## Upgrade Lincoln Park with New Comfort Station

Upgrading Lincoln Park to include a public comfort station will contribute to positive reinvestment in the community and further implementation of the Lincoln Park Master Plan.

### DRI Funding Request and Total Project Cost

Total DRI Funds: \$227,000

Total Project Cost: \$327,000

### Project Description

Lincoln Park is an approximately four-acre park that contains a playground, lighted basketball courts, community garden, a softball field and a swimming pool and pool house. The pool at Lincoln Park is the primary public pool within the City. The only other public swimming area is located at Hudson Park beach with access to the waters of Long Island Sound, which is outside of the DRI Area. The pool at Lincoln Park offers a water slide, wading pool and water spray. It also holds swimming lessons, senior citizen programs and events, all open to the residents within the DRI Area.

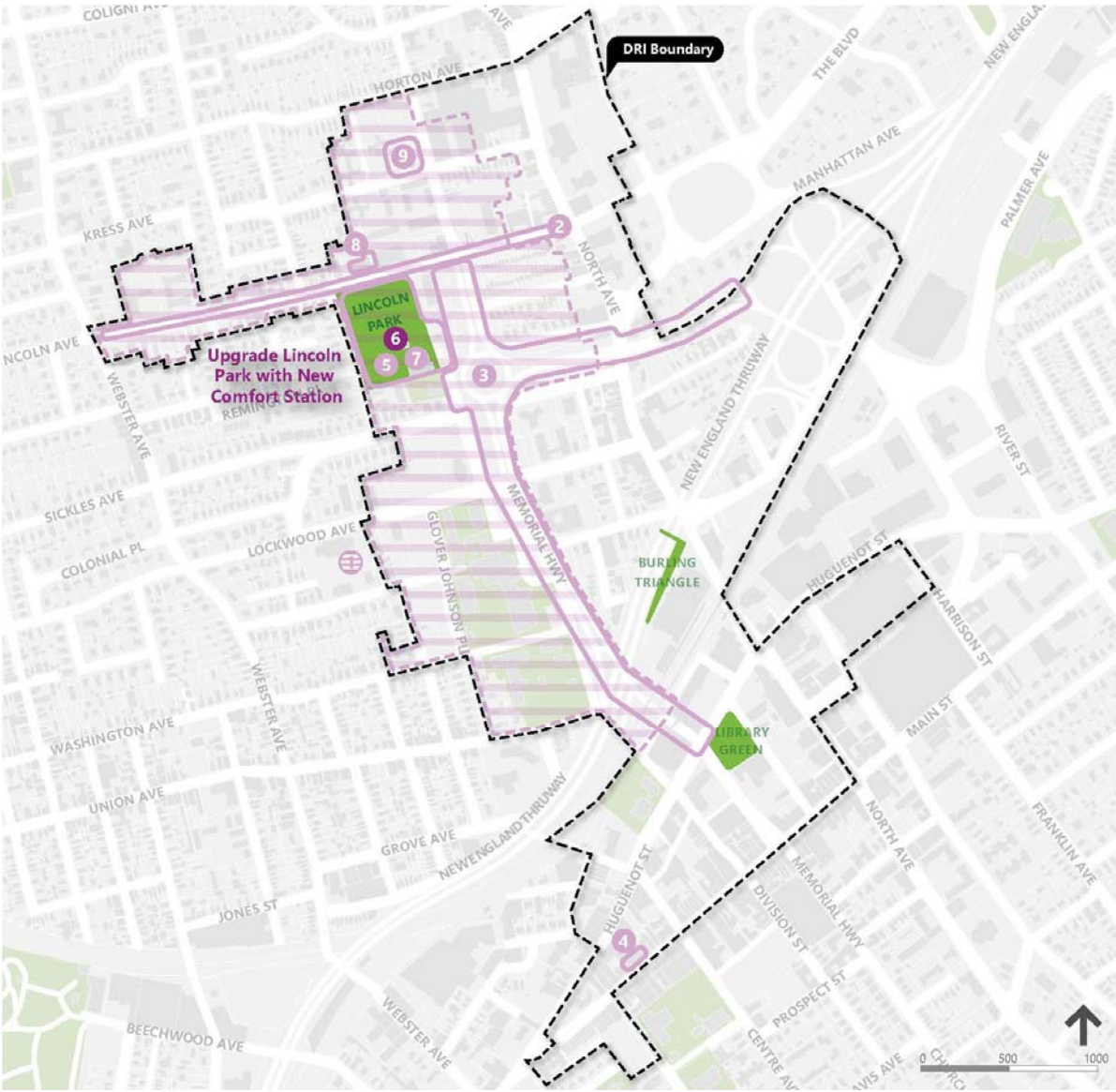
As part of the Lincoln Park Master Plan effort, the City's Department of Parks and Recreation in 2015 investigated the existing conditions of Lincoln Park and identified needed improvements. The study prioritized the necessary improvements including upgrades to the park amenities and furnishings; landscaping; sports fields; and a comfort station. The City has been implementing the various improvements since the study including the installation of new playground equipment and two new basketball courts.

An additional project identified for the park is the installation of a comfort station for Park visitors. Originally contemplated to be located within the new Remington Boys and Girls Club when reconstructed as part of proposed development, the City and community expressed concerns that access to the comfort station would be limited to the hours of the Club, therefore, the comfort station will be built within Lincoln Park, adjacent to an existing pool building.

The project will include the construction of a 300 square foot addition to the pool house to construct a comfort station with two stalls each in the men's and women's bathrooms. The comfort station will include lighting, toilets and sinks. The addition will have a wall height of 10 feet and a gabled roof. Utilities are already available on-site. The project is currently eligible for CDBG monies and is in the City's Capital Plan.

## Project Location

The comfort station will be connected to the existing pool house in Lincoln Park.





Approximate location of proposed comfort station  
Source: Google Earth

Property Owner/Sponsor and Acquisition of Real Property

The property owner and sponsor of this project is the City of New Rochelle. The City currently owns, and will continue to own, Lincoln Park. The comfort station will be owned and maintained by the City but will be built by the developer of the adjacent Remington Boys and Girls Club site.

The project does not require acquisition of real property.

Capacity and Project Partners

The City has a long history of undertaking public improvements in its parks. The Department of Parks and Recreation will oversee the project and will be responsible for the maintenance and operation of the comfort station once the project is complete.

Strategies

DRI Strategies	Mid-Hudson REDC Strategies
› Continue implementation of the Lincoln Park master plan	› Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.



## Anticipated Revitalization Benefits

The City has been implementing its 2015 Lincoln Park improvement study and the installation of a new public comfort station is another improvement identified in that study. With the installation of the comfort station, the park will provide a vital community resource and be able to accommodate additional visitors and for a longer period of time. This project also provides positive reinvestment in the community and its infrastructure.

## Public Support

Feedback from the public during community outreach efforts and meetings expressed support for this project. This project also had another public process when the City was developing its Lincoln Park improvement study.

## Jobs Created

No direct jobs will be created through this project.

## Project Budget and Funding Sources

Project Activity	Budget
Site Prep and Building tie-in	\$10,500
Foundations/Slab on grade	\$25,900
CMU	\$20,800
Roofing	\$17,650
Vapor Barrier, insulation, and siding	\$11,750
Doors	\$5,000
Dry Wall	\$2,700
Epoxy Finish	\$6,900
Toilet Stalls	\$6,800
Room Accessories	\$2,600
Piping	\$38,400
Plumbing Tie-in	\$10,000
Floor drains	\$4,000
Exhaust Fans and radiant heat	\$17,000
Electrical	\$15,000
General Conditions	\$29,000
Overhead and Profit	\$22,000
Design Contingency	\$37,000
Bid Contingency	\$14,000
Escalation	\$30,000
<b>TOTAL PROJECT COSTS</b>	<b>\$327,000</b>
<b>DRI FUNDING REQUEST</b>	<b>\$227,000</b>
<b>Private Developer Contribution</b>	<b>\$100,000</b>

The City has identified a private developer who will contribute \$100,000 towards the construction of the comfort station. Also, Lincoln Park is located in an area of the city that is eligible for US Housing and Urban Development (HUD) Community Development Block Grant (CDBG) funding, for which the City is an entitlement community. The City may allocate future CDBG funds to construction of the comfort station if needed.

## Feasibility and Cost Justification

The installation of the comfort station in Lincoln Park will benefit the visitors and residents of the area. It will help continue the implementation of the improvements identified in the 2015 Lincoln Park improvements study. The City has identified a private developer who will contribute \$100,000 towards the construction of the comfort station in Lincoln Park.

## Regulatory Requirements

- › The City of New Rochelle: Issuance of RFP (Department of Parks and Recreation)
- › Local and State building code requirements
- › ADA Compliance
- › Site Plan Approval

## Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
RFP process and selection of Contractor	2 months
Construction and Design Drawings / Approval Documents and Permit Procedures	2 months
Construction	2 months
<b>TOTAL TIMEFRAME</b>	6 months

## Project Reporting

To measure the success of this project, the following project metrics should be used:

- › Increased number of visitors to Lincoln Park and increase in length of stay based upon person counts.

## Add Solar Panels to the Reconstructed Remington Boys and Girls Club

Adding solar panels to the reconstructed Remington Boys and Girls Club will contribute to positive reinvestment in the community and sustainability.

### DRI Funding Request and Total Project Cost

Total DRI Funds: \$584,000

Total Project Cost: \$584,000

### Project Description

The Remington Boys and Girls Club is a not-for-profit organization that serves as a community center for many of the area's youth. The Club is also a venue for civic and volunteer events and projects.

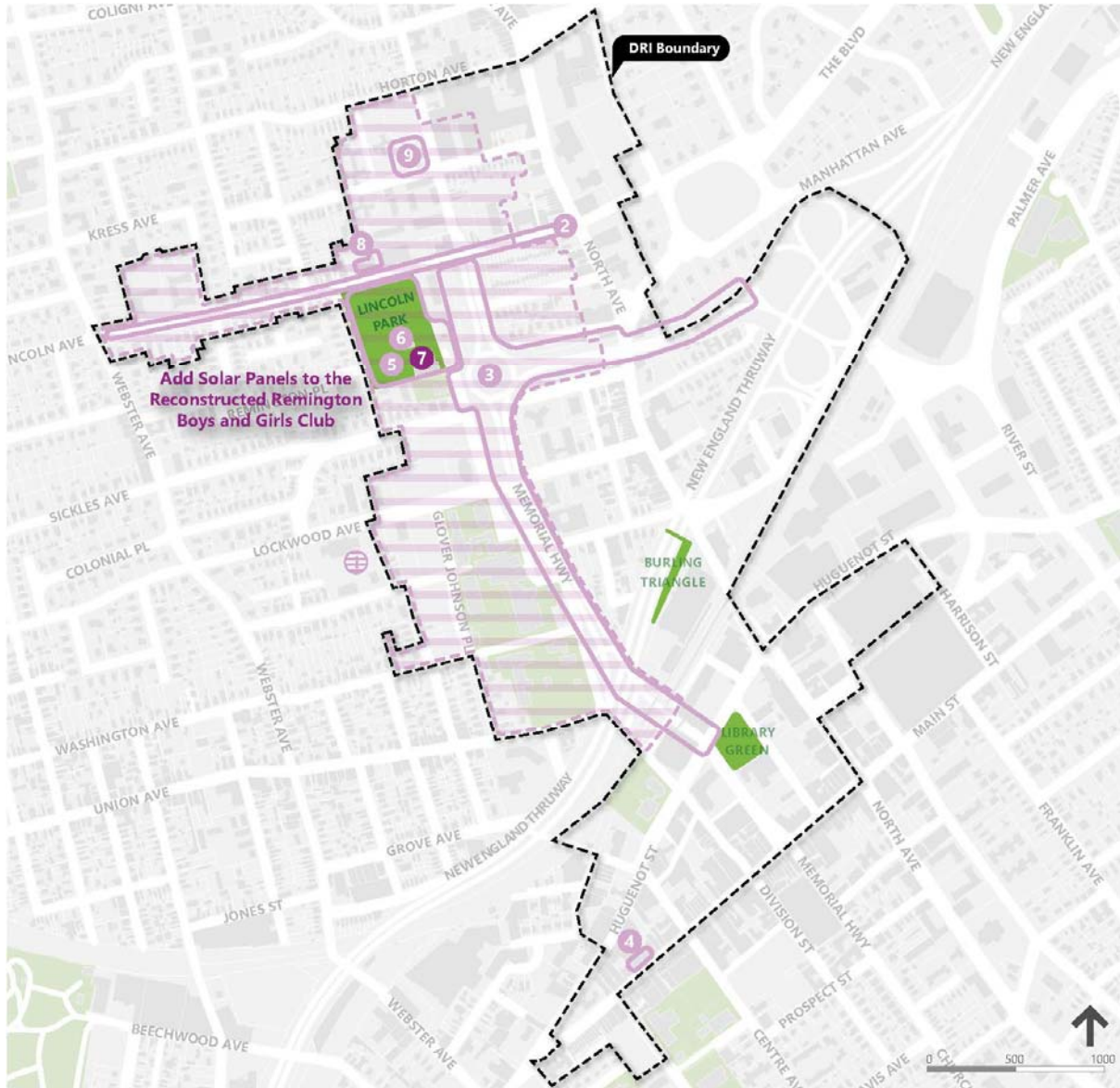
The Club is slated to be reconstructed as part of a proposed private development project that will include residential uses and a parking garage on the current site of the Club. Existing Club facilities are antiquated, overcapacity, and in need of improvements. The new Club will be approximately 15,000 square feet and will better serve the organizations and the youth who attend programs there. The need to create a new Club has been identified by the community in previous outreach efforts. The project seeks to include elements of renewable energy such as solar panels on the roof to help defray energy and operations costs while contributing to sustainability.

The project will include the installation of rooftop solar panels that will provide an output of 80 kilowatts. The work will include the rooftop solar array including panels, disconnect, inverter, building service tie-in, mounting system, hardware, conduit and wiring.

### Project Location

The solar panels will be added to the roof of the new Remington Boys and Girls Club located at 116 Guion Place.





## Property Owner/Sponsor and Acquisition of Real Property

The property owner and sponsor of this project is the City of New Rochelle. The City owns the existing Remington Boys and Girls Club site. It is anticipated that a private developer will own the Remington Boys and Girls Club site in the future and enter into a long-term lease agreement with the Club. However, the developer does not yet own that property, therefore the City will act as project sponsor and act as the contracting entity.

The project does not require acquisition of real property.

### Capacity and Project Partners

The installation of the rooftop solar panels will be performed by the developer of the project and will be maintained by the Remington Boys and Girls Club. The City of New Rochelle, the site developer and the Remington Boys and Girls Club will work in partnership to implement this project.

### Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"><li>› Partner with non-profit and community organizations to celebrate and enhance the cultural, artistic and historic assets of the community.</li><li>› Prioritize heritage-focused initiatives that have garnered public input and support</li></ul>	<ul style="list-style-type: none"><li>› Target regional growth in urban centers, whose compact, mixed-use development pattern creates an opportunity for growth that is sustainable, cost-effective, energy- and natural resource-conserving, climate friendly, affordable, and attractive to young workers.</li><li>› Support programs that help organizations reduce energy use through energy efficiency and renewable energy technologies.</li></ul>

### Anticipated Revitalization Benefits

The reconstruction of the Remington Boys and Girls Club will provide the area’s youth with a new facility for after school activities, programs, and resources. Energy cost savings associated with solar panels on the roof will allow the Club to focus more resources on programming and other needs. This project will provide positive reinvestment in the community and its youth while contributing to sustainability.

### Public Support

Feedback from the public during community outreach efforts and meetings expressed support for this project. The LPC also showed support for the project. Reconstruction of the Remington Boys and Girls Club has long been recognized as a community need.

### Jobs Created

No direct jobs will be created through this project.

## Project Budget and Funding Sources

Project Activity	Budget
Solar Panels	\$348,000
General Conditions	\$52,000
Overhead and Profit	\$40,000
Design Contingency	\$66,000
Bid Contingency	\$25,000
Escalation	\$53,000
<b>TOTAL PROJECT COSTS</b>	<b>\$584,000</b>
<b>DRI FUNDING REQUEST</b>	<b>\$584,000</b>

## Feasibility and Cost Justification

The project will help accomplish a high priority community project which is the reconstruction of the Remington Boys and Girls Club. The new Club will only need approximately half of the solar panels to support its power needs. Excess power generated by the solar panels will be sold back to the grid, providing more renewable energy to the City's grid.

## Regulatory Requirements

- › Local and State building code requirements
- › Site Plan Approval

## Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
RFP process and selection of Contractor	2 months
Construction and Design Drawings / Approval Documents and Permit Procedures	2 months
Construction	2 months
<b>TOTAL TIMEFRAME</b>	<b>6 months</b>

## Project Reporting

To measure the success of this project, the following project metrics should be used:

- › Energy savings as a result of the solar panels.

## Establish the WestCOP Resource Center

Improving WestCOP's facility at 95 Lincoln Avenue will allow for the establishment of a resource center focusing on workforce development for residents of the Lincoln Avenue Corridor and nearby communities.

### DRI Funding Request and Total Project Cost

Total DRI Funds: \$115,000

Total Project Cost: \$1,150,000

### Project Description

WestCOP is a private not-for-profit, multipurpose social service agency operating community programs to combat poverty and its adverse effects in Westchester and the Lower Hudson Valley Region. In New Rochelle, WestCOP operates in three facilities, one of which is located at 95 Lincoln Avenue. This facility currently dedicates space for a food pantry, a nutrition and wellness program, a summer employment program, and an Early Childhood Center.

The DRI project proposed for this facility is a Resource Center that would enable WestCOP to provide new services such as financial literacy and English language training, alternative high school equivalency training, entrepreneurial resources, employment training and workforce development. Four existing offices and a conference room will be dedicated to workspace for these programs and for entrepreneurs.

The proposed expansion of programming will require moving current offices to an underutilized area of the building and renovation of approximately 2,800 square feet of interior space. In the existing office space, partition walls will be demolished, the walls will be repainted, and the floors will be redone to provide adequate and improved space for the Resource Center. The offices will be moved to an area that requires the construction of new partition walls, new flooring and repainted walls.

Other proposed enhancements include renovating and expanding the commercial kitchen to include adding cabinets and sinks, 2 ovens, 8 burners, and other related fixtures. The improved commercial kitchen will facilitate culinary arts training, create partnerships with local culinary training organizations, as well as continue existing operations of a soup kitchen.

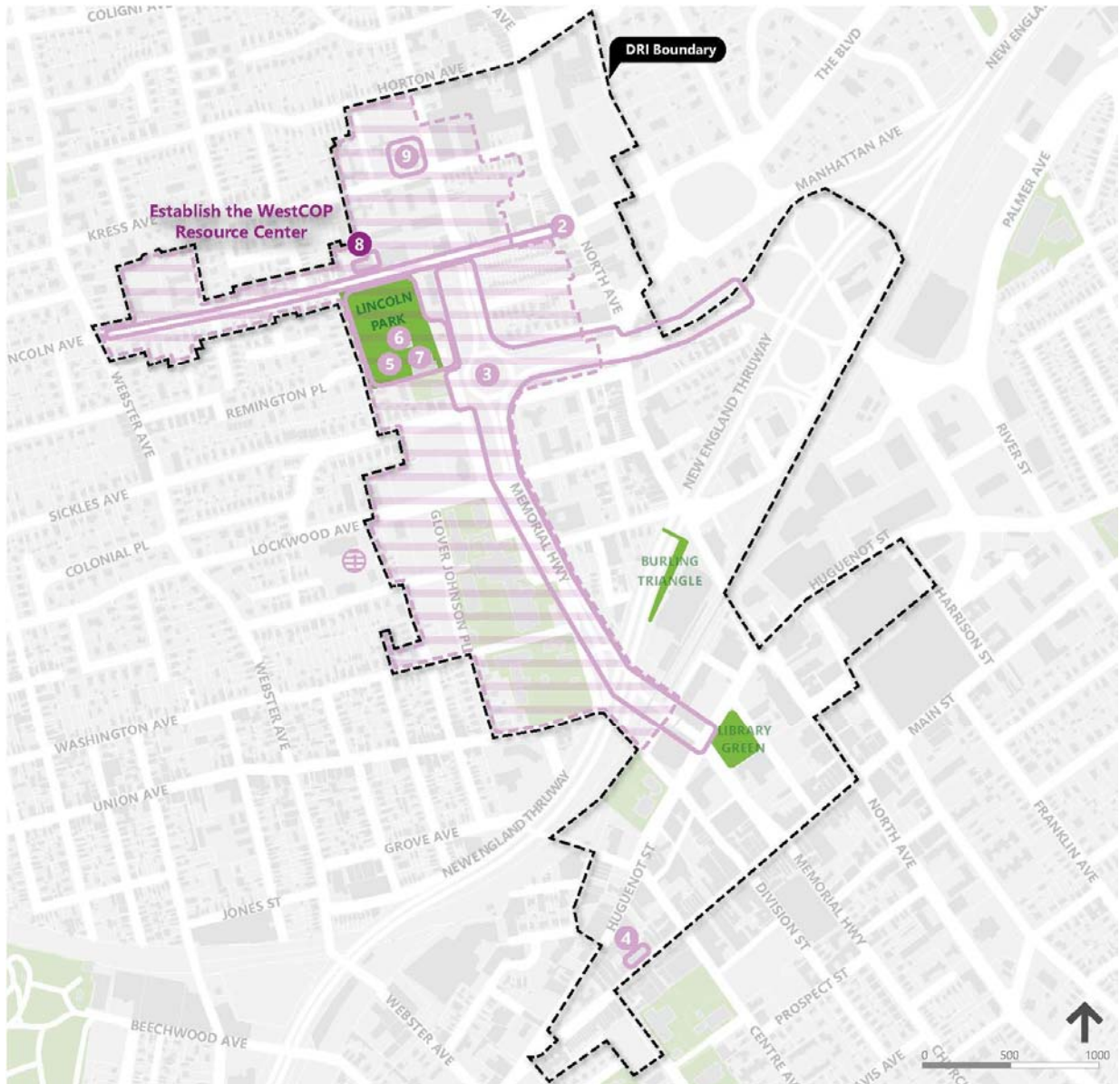
Also proposed is a new multimedia center that will support local resident, business and training partners with a wide range of technology to prepare residents for demand jobs, enhance entrepreneurs' business acumen and to convene and connect local residents. The multimedia center will include a computer laboratory, fast speed high capacity information technology, and smart boards.



WestCOP's building at 95 Lincoln Avenue is in need of structural improvements including roof replacement, hallway lighting, and repainting. duct work, and conversion of the HVAC system. Not all of these improvements can be funded with DRI monies. Other funding sources will be required for the long-term rehabilitation of the facility.

## Project Location

The project is located at 95 Lincoln Avenue.



### Property Owner/Sponsor and Acquisition of Real Property

The owner and operator of this property as well as the project sponsor is Westchester Community Opportunity Program, Inc. dba as WestCOP.

Acquisition of real property is not required to implement this project.

### Capacity

WestCOP has been a community organization implementing programs and capital improvements since 1965. Each year, the organization receives more than 60 grants from corporations, government, foundations and individuals to sponsor numerous programs essential to the well-being of the community's residents. It has the capacity and first-hand experience with capital improvements such as this project.

### Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"><li>› Encourage co-working spaces to support entrepreneurs and provide incubator opportunities.</li><li>› Expand opportunities for job training and workforce development.</li></ul>	<ul style="list-style-type: none"><li>› Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.</li><li>› Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.</li></ul>

### Anticipated Revitalization Benefits

WestCOP has been implementing its vision for its New Rochelle Community Action Program and these improvements will help them achieve their goals. With the improvements, the space will be able to accommodate and encourage the spirit of entrepreneurs and provide needed training opportunities to the community to prepare individuals for today’s workforce. The project will encourage entrepreneurs to start or expand their businesses in New Rochelle, providing economic benefits, such as job creation, to the City. The Resource Center will also draw more visitors to 95 Lincoln Avenue and the services provided there.

### Public Support

Feedback from the public from the public outreach and meetings expressed support for this project. WestCOP is an important resource for the community and there is public and LPC interest in new programs and renovations at the 95 Lincoln Avenue location. This project was submitted through the public open call for projects. Renovation of the facility was suggested by the public at the first community meeting as was workforce development and programs to assist entrepreneurs.

## Jobs Created

While no direct jobs will be created as a result of this project, jobs will indirectly be created because the space will provide office space, resources for entrepreneurs to grow their businesses, and the skills necessary for individuals to obtain jobs.

## Project Budget and Funding Sources

Project Activity	Budget
Demolition of partitions and development of new partitions, repainting, and flooring installation for Resource Center	\$40,000
Ceiling and hallway lighting repair and/or replacement and creation of multimedia center for Resource Center	\$260,000
Roof replacement	\$250,000
Duct work and conversion of HVAC system from legacy version to a central system	\$375,000
Renovation and expansion of the commercial kitchen (adding cabinets, 6 ovens, 8 burners, new sinks, and related fixtures)	\$225,000
<b>TOTAL PROJECT COSTS</b>	<b>\$1,150,000</b>
<b>DRI FUNDING REQUEST</b>	<b>\$115,000</b>
<b>WestCOP Contribution</b>	<b>\$1,035,000</b>

## Feasibility and Cost Justification

The upgrades to 95 Lincoln Avenue will benefit the visitors and residents of the area. It will help continue the implementation of WestCOP's vision and will directly meet a DRI strategy which is to encourage spaces to support entrepreneurs and provide incubator opportunities. The DRI contribution of \$115,000 would allow the Resource Center to open with reconfigured office space, new flooring and repainting, which costs approximately \$40,000. The remaining DRI funds would go towards structural repairs such as the needed roof replacement. The remainder of the project will be funded by WestCOP through other grants and fundraising efforts.

## Regulatory Requirements

- › Local and State building code requirements
- › ADA Compliance
- › Building Permit

## Images of Current and Proposed Conditions



*95 Lincoln Avenue*



*Commercial kitchen in need of renovation and expansion*





Existing space to be converted into Resource Center and offices

## Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
RFP process and selection of Contractor	2 months
Construction and Design Drawings / Approval Documents and Permit Procedures	4 months
Construction	6 months
<b>TOTAL TIMEFRAME</b>	12 months

## Project Reporting

To measure the success of this project, the following project metrics should be used:

- › Increased number of visitors to 95 Lincoln Avenue for its use of the Resource Center based upon person counts.
- › Increased number of jobs secured by participants in training programs.
- › Increased number of start-up businesses by participants in entrepreneurship support programs.

## Create the Heritage Homes Park and Playground

Creating a new park and playground on the corner of Winthrop Avenue and Brook Street will provide necessary open space and play areas for residents of the adjacent Heritage Homes and provide connections to the surrounding community.

### DRI Funding Request and Total Project Cost

Total DRI Funds: \$500,000

Total Project Cost: \$1,113,941

### Project Description

The project is the park and playground component of Heritage Homes, a new 228 unit townhome-style affordable housing development built in partnership with the New Rochelle Municipal Housing Authority and MacQuesten Development. The development sits on the site of the former Hartley Houses, a blighted, campus style low-income housing development constructed circa 1940. Four of the five buildings have been demolished to construct the new affordable townhome-style residences and a new traditional street grid was installed to reconnect the community with its neighborhood.

The redevelopment project is complete except for the demolition of the last Hartley House building that will become the site for Heritage Park. The developer is required to pay for the development of the park. The park will be approximately 31,500 square feet and will sit at the edge of the Heritage Homes development at the corner of Winthrop Avenue and Brook Street - easily accessible to both the new development and the wider neighborhood. Once complete the park will become part of the City of New Rochelle Park System as dedicated parkland.

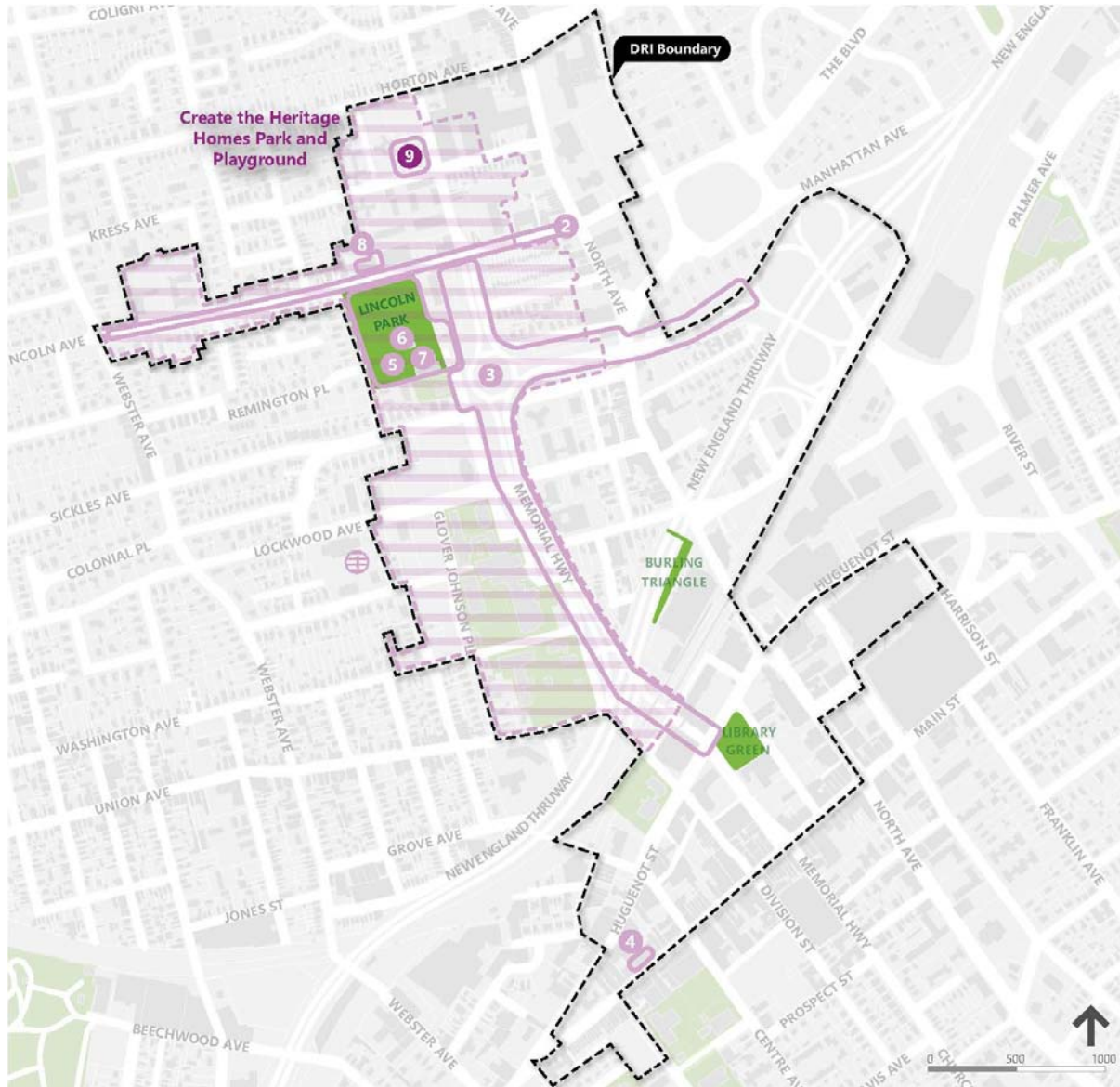
With DRI funding, the park could also include a children's playground with safety surface, a full-court basketball court, a game table area, grass lawns, shade trees, new benches and decorative lighting.

The expected outcome is to provide the Heritage Homes community with a beautiful public space that enables recreational activities and social interactions with the wider community.

Heritage Park is needed to create open green and recreational space for the new Heritage Homes affordable housing community and its wider neighborhood.

## Project Location

The project is located at 51 Winthrop Avenue, on the corner of Winthrop Avenue and Brook Street in the City of New Rochelle.



## Property Owner/Sponsor

The project site, which is part of the recently constructed Heritage Homes affordable housing development, is owned by the New Rochelle Municipal Housing Authority. MacQuesten Development, designated developer of the affordable housing, has agreed to expand upon its partnership with the Municipal Housing Authority and deliver this park as part of the development project. Once completed, the park will become part of the City of New Rochelle Park System as dedicated parkland.

## Capacity and Project Partners

The New Rochelle Municipal Housing Authority, through its Executive Director Angel Farrish, will be responsible for grant contract administration.

The park will be developed by MacQuesten Development, the designated private developer of the entire Heritage Homes community. MacQuesten Development has extensive experience building affordable housing in the New York metropolitan area, including associated public realm improvements. MacQuesten Development has been involved in the construction of more than a dozen buildings and 1,600 units of housing in the region. Its current pipeline of projects in the NY Metro area comprises more than \$250,000,000 in construction value.

The project is a public/private partnership of the New Rochelle Municipal Housing Authority, the City of New Rochelle and MacQuesten Development, the designated private sector affordable housing developer.

## Strategies

DRI Strategies	Mid-Hudson REDC Strategies
<ul style="list-style-type: none"> <li>› Identify vacant or underutilized properties that can be used to create new public open space.</li> <li>› Partner with private developers to provide new public open space or recreation opportunities.</li> <li>› Ensure residential growth, at all levels of affordability, is supported with access to open space and recreational opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>› Link urban centers via waterfronts, greenways, ferries, and parks.</li> <li>› Prioritize land conservation and public park projects that link city/town centers and transit stations with open space, cultural, and heritage sites.</li> <li>› Emphasize entertainment and recreation through downtown development.</li> <li>› Promote overnight accommodations, restaurants and recreation that appeal to diverse populations.</li> </ul>



## Anticipated Revitalization Benefits

The revitalization benefits of this project are to connect the Heritage Homes community with its neighborhood by creating a shared open space resource that will bring neighbors together through recreational activities.

## Public Support

Feedback from the public resulting from public outreach and meetings expressed support for this project throughout the DRI planning process.

The Heritage Homes project has received support throughout the three phases of the development. Now in the final phase, with the development of Heritage Park, the project will provide new access to open space and recreation activities to a low and moderate-income neighborhood in New Rochelle. It will serve as a public realm transition space between the new affordable workforce housing community and the existing neighborhood to bring neighbors together.

## Jobs Created

No jobs will directly result from this project.

## Project Budget and Funding Sources

Project Activity	Budget
Site Preparation	\$412,000
Grading & Drainage	\$24,000
Decorative Pavers	\$43,260
Safety Surface 2x2	\$50,000
<i>Basketball Court</i>	
Paving, Color Court, Backboards	\$62,000
Fencing/10" Chain-Link	\$24,000
Steel Perimeter Fence 4' High	\$28,152
Steel Locking Gates	\$8,400
<i>Site Furnishings</i>	
Play Equipment	\$40,000
Light Poles	\$85,000
Benches	\$25,000
Game Tables	\$5,800
Trash Receptacles	\$3,000
Signage	\$2,500
Water Fountain	\$3,600
Hose Bibs	\$2,800
<i>Landscape</i>	
Trees: Flowering	\$12,240
Trees: Shade	\$38,880
Shrubs	\$11,250
Ground Covers	\$6,000
Topsoil & Lawns	\$20,400
<b>SUBTOTAL</b>	<b>\$908,282</b>
General Conditions 5%	\$45,414
Overhead 2%	\$18,166
Profit 2%	\$18,166
Contingency 5%	\$45,414
<i>Professional Fees</i>	
Landscape architecture and mechanical, electrical, plumbing, and structural engineering	\$78,500
<b>TOTAL PROJECT COSTS</b>	<b>\$1,113,942</b>
<b>TOTAL DRI FUNDING REQUEST</b>	<b>\$500,000</b>
<b>Private Developer Contribution</b>	<b>\$613,942</b>

## Feasibility and Cost Justification

The New Rochelle Municipal Housing Authority and MacQuesten Development will jointly monitor expenditures during the construction of the project. In addition to providing a match, MacQuesten Development has agreed to make up any shortfall should the project experience unforeseen costs - giving MacQuesten Development a strong financial incentive to complete the project on time and within budget.

The property is being contributed by the New Rochelle Municipal Housing Authority. The DRI funding request of \$500,000 is being substantially leveraged with private developer funding in the amount of \$613,942.

## Regulatory Requirements

- › New Rochelle City Council SEQRA review updated and completed in October 2014.
- › New Rochelle Planning Board review completed in October 2014.

## Images of Current and Proposed Conditions



Current site condition



Heritage Park proposed conditions  
Source: MacQuesten Development



## Timeframe for Implementation and Project Readiness

Project Stage	Timeframe
<ul style="list-style-type: none"> <li>› Project mobilization</li> <li>› Soil erosion, sedimentation control, and site protection.</li> <li>› Project utility stake-out</li> <li>› Demolition and removals</li> </ul>	April 2019
<ul style="list-style-type: none"> <li>› Site rough grading</li> <li>› Project layout, install underground utilities and storm drainage.</li> <li>› Construct remaining walls and install base material for all hardscape.</li> <li>› Install asphalt base at basketball court, and install decorative pavers and playground safety surface.</li> <li>› Install basketball backboards, playground equipment, benches, game tables, bollards, and lighting.</li> <li>› Install planting</li> <li>› Install fencing</li> <li>› Project closeout</li> </ul>	12-16 week construction period
<b>TOTAL TIMEFRAME</b>	6 months

## Project Reporting

To measure the success of this project, the following metrics should be used:

- › Total square footage of parkland created, and types of amenities provided.
- › Number of visitors to the park and playground.
- › Project costs documented by MacQuesten's in-house project accounting division.

## Linked Projects

The LPC identified additional projects that contribute to the vision, goals and strategies of the DRI and all play roles in forging connections within the DRI Area but have funding sources outside of, or are ineligible for, DRI funding. These projects, when combined with the Priority Projects will create lasting improvements and linkages within the DRI Area. The City will continue to seek partnerships with public, private and non-profit entities to advance these projects to completion.

### MobileNR

MobileNR is a proposed circulator transit system that will operate on a loop through the downtown, free of charge to riders. The City is actively working to implement the first phase that will run through the downtown. The second phase will operate on a loop between the Lincoln Avenue Corridor and the downtown. The goal of MobileNR is to connect downtown destinations, major employers, civic centers, downtown retail and restaurants, the transit center and adjacent neighborhoods. MobileNR will provide free transportation to several DRI Projects including the Linc, the Black Box Theater, Lincoln Park, Remington Boys and Girls Club and the Resource Center at WestCOP.

### Train Station Gateway

The City is currently working with private developers and partners to create and fund a new gateway to the New Rochelle Metro-North station entrance on Huguenot Street. The gateway will consist of a canopy to improve the appearance and safety of the station entrance, helping to promote the use of public transit. The canopy is custom designed requiring special fabrication proposed to be done by a local company.

### Green Garage

The Green Garage is a public/private partnership between the City and a developer to construct a new four-tiered parking garage accommodating 400 vehicles with designated spaces for car-sharing, electric vehicle stations, passenger drop off/pick up for MobileNR and on-street bike storage. The project will support the goal of the New Rochelle DRI to enhance multi-modal access and has received CFA funding.

### Burling Triangle

Burling Triangle, the area bounded by Burling Lane, Memorial Highway and I-95, is in the midst of reconstruction with six new residential developments. The City is partnering with the developers to create a park, jogging path and public art space with the goal of increasing open space in the downtown and providing green connections to the Linc.

### Mobile Farmers' Market

Shiloh Community Corporation, in conjunction with Shiloh Baptist Church Feeding Program, proposes to operate a mobile farmers' market via mobile trucks providing fresh, organic fruits and vegetables to the community. The proposal for this project was submitted through the public open call for projects. This project is supported by the LPC but DRI funding is deemed too restrictive for this particular project. Shiloh Community Corporation and the City will work to identify other funding for this project.

### Anderson Plaza

Anderson Plaza is in need of reconstruction to turn it into meaningful open space that provides event space, pedestrian amenities, connection between New Roc City and the downtown, and supports adjacent businesses. The City is partnering with the developer of an adjacent property to implement this project.

### Incubator Space at New Roc City

The City is interested in creating a business start-up space at a City-owned location in New Roc City. The space is already outfitted as office space but needs upgrades. The City proposes to host a contest offering the space rent-free for a year to the winner and to partner with the New Rochelle Corporation for Local Development (NRCLD) to offer a prize.

Summary of Projects Proposed for DRI Funding

Table 5.2 Project Summary

#	Project Name	Project Description	Responsible Party	Estimated Total Project Cost	DRI Funding Request	Other Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
1	Rezone Lincoln Avenue Corridor - DO-8	Establish a zoning overlay (DO-8) to approximately 86 acres to encourage appropriate residential and commercial development.	City of New Rochelle	\$350,000	\$300,000	City of New Rochelle	July 2019	July 2020	0
2	Improve Lincoln Avenue Corridor with Complete Streets Concept and Traffic Calming	Implement complete streets and traffic calming on Lincoln Avenue, between Memorial Highway and Webster Avenue, and adjacent streets.	City of New Rochelle	\$2,000,000	\$2,000,000		July 2019	January 2021	0
3	Transform and Reconnect the Lincoln Avenue Corridor with The Linc	Close and convert a portion of Memorial Highway to open space and trail space, restoring the neighborhood fabric and connecting the Lincoln Avenue neighborhood to downtown.	City of New Rochelle	\$8,800,000	\$6,000,000	City of New Rochelle Climate Smart Grant Local Business	July 2019	July 2021	0
4	Develop a Black Box Theater and Art Education Center	Develop a Black Box Theater and Art Education Center through a public/private/non-profit partnership.	City of New Rochelle	\$5,452,032	\$830,000	Venezuelan American Endowment for the Arts	July 2019	December 2020	7
5	Establish the Lincoln Park Conservancy History & Culture Center	Develop a history and cultural arts center in the new Remington Boys and Girls Club to celebrate the rich heritage of the community.	City of New Rochelle	\$75,000	\$75,000		July 2020	September 2020	0
6	Upgrade Lincoln Park with New Comfort Station	Provide a comfort station in Lincoln Park to further the Lincoln Park Master Plan and serve the community.	City of New Rochelle	\$327,000	\$227,000	Private Developer	July 2019	January 2020	0
7	Add Solar Panels to the Reconstructed Remington Boys and Girls Club	Provide solar panels on the roof of the reconstructed Remington Boys and Girls Club to lower energy costs and contribute to sustainability.	City of New Rochelle	\$584,000	\$584,000		July 2020	January 2021	0
8	Establish the WestCOP Resource Center	Refurbish the WestCOP Community Action Partnership Center at 95 Lincoln Avenue to include a comprehensive resources center.	WestCOP	\$1,150,000	\$115,000	WestCOP	July 2019	July 2020	0
9	Create the Heritage Homes Park and Playground	Create park and playground after the demolition of the last of Hartley House buildings on the Heritage Homes site.	New Rochelle Municipal Housing Authority	\$1,113,941	\$500,000	Private Developer	July 2019	November 2019	0