



Downtown Revitalization Initiative

APPLICATION

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: Mid-Hudson

Municipality Name: New Rochelle

Downtown Name: New Rochelle on the Rise – Reimagining Lincoln Corridor

County Name: Westchester

Vision for Downtown. Provide a brief statement of the municipality’s vision for downtown revitalization.

In the last several years the City of New Rochelle has initiated a major transformation of its vibrant southern neighborhoods, including a \$6.7 billion public-private initiative aiming to create 6,370 new housing units, more than 2 million square feet of new office space, and over 12 million square feet of new construction in a compact, walkable, transit-served, mixed-use downtown district. Most of these substantial investments lay within a “Downtown Overlay Zone” (DOZ) created to spur commercial, residential, and mixed-use development in the city’s core. As these projects move forward—creating thousands of new jobs and attracting an estimated 13,000 new residents—New Rochelle’s leadership has directed its efforts toward connecting its evolving and prosperous center with an adjacent (and in some areas, overlapping) zone—the Lincoln Avenue Corridor—which provides unique challenges but the potential for lofty rewards. This area contains and is contiguous to two census tracts nominated for designation as federal opportunity zones, which will provide tax incentives to spur development. To solicit the best ideas and draw community support for its vision to revitalize the Lincoln Avenue Corridor while simultaneously encouraging the significant private investment already taking place in the zone, New Rochelle created and convened the Lincoln Avenue Task Force (the “Task Force”), which has 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 and increasing connectivity between residential and often rent-burdened blocks to the DOZ in order to overcome not only physical barriers, but perceived psycho-social ones as well.

The Lincoln Avenue Corridor stretches approximately half a mile north from the DOZ and abuts North Avenue (the City’s major North-South thoroughfare connecting primarily residential neighborhoods to the downtown district). The corridor—which contains open space, Montefiore Hospital of New Rochelle, market rate and affordable housing, the Metro North Train Station, and part of New Rochelle’s Arts + Cultural District—looks to build upon significant state, county, and private investments already targeting the area, including: \$1M for a parking garage from Empire State Development, a traffic study and planning grant for North Avenue (2017 NYS ESD award), newly renovated subsidized housing, nearly \$45M in renovations to the Montefiore Hospital (NYS Capital Restructuring Financing Program and Essential Health Care Provider Support Program), significant private investment in housing targeted towards millennials and artists, as well as a mixed-use building spanning two major roads (Huguenot and Main) that will include 32,000 sq. ft. of retail, 280 residential units and a 10,000 sq. ft. black box theater. To catalyze and enhance these projects, as well as increase access from less vibrant sections of the City, the City, in concert with the Task Force, has identified a list of projects that will help jump start this burgeoning community. These include: abridged crosswalks, signal and signage improvements, relocation of bus stops, traffic

flow changes, intersection improvements at various junctions, implementing traffic calming measures, amending zoning to foster commercial development, the addition of bicycle sharrows to various streets, and improvements to the Boys and Girls Club and other properties that could include the creation of co-working space to spur entrepreneurial collaborations. After subsequent meetings and a more in-depth exploration of the area's needs, the City decided that sought improvements should also include an elevated park, a free electric shuttle that will link the northern residential neighborhoods with commercial and cultural resources in the city core, and the conversion of a utility bridge to a pedestrian walkway connecting the hospital and several residential properties to the train.

New Rochelle believes its vision perfectly aligns with the Mid-Hudson Regional Economic Development Council's vision for the region's future, and directly addresses the Council's "Live, Work, Play" initiative. LIVE: Revitalization of the Lincoln Avenue Corridor encourages "smart growth, transit-oriented development, downtown revitalization and infrastructure improvements in order to stimulate job creation and prevent youth flight" and connects those unduly burdened with rent to job opportunities. WORK: This project connects underemployed sections of the City to the fast-growing job opportunities in the Downtown Overlay Zone, while encouraging the development and sustenance of new creative, hospitality and service businesses throughout the zone. PLAY: By increasing green space, improving transportation connections, and nourishing cultural resources, New Rochelle will enhance connections to arts, recreational and cultural treasures throughout its evolving arts district as well as easy accessibility to New York City.

JUSTIFICATION

New Rochelle's central location, unrivaled transit access, respected higher educational institutions (Monroe College, Iona College, College of New Rochelle), award-winning public schools, ultra-high-speed public access WiFi kiosks, diverse population and physical characteristics have the City uniquely positioned to evolve into a thriving live-work-play magnet for millennials and young professionals – enhancing the competitive position of the entire region. In many ways, New Rochelle stands as the portal to Upstate New York, a highly visible introduction to the Hudson Valley that demonstrates our region's commitment to reinventing itself for a new era. New Rochelle was the *only* city in New York to be named one of the 50 most livable cities in the US (24/7); its Metro North Station provides 30-minute rides to Grand Central Station, and by 2021, New Rochelle will be the first station north of New York City to provide direct access to Penn Station. Additionally, New Rochelle was recently ranked the 18th most diverse city in America and, according to the 2010 census, New Rochelle is, for the first time in its history, a majority non-White city, with a sizable African-American community and a surging Hispanic community. It hosts the first bike share program in Westchester County as well as the first immersive technology live/work space (IDEA –Interactive Digital Environments Alliance).

For the Lincoln Avenue Corridor to best capitalize on these outstanding metrics as well as the significant private investment underway throughout the area, the City must extend the walkable, sustainable, transit-oriented design that was successful in revitalizing its downtown and waterfront neighborhoods, into this corridor. The Lincoln Avenue Corridor has stood apart from the city's center, thanks in large part to the bifurcation of New Rochelle caused by the construction in 1958 of US Interstate 95, which effectively cut the city into two sections. In many ways, New Rochelle's DRI application seeks to forge connections that will help nourish its northern residential neighborhoods, long separated from the city's commercial and cultural heart. For retail establishments to take hold and retain and/or attract millennials into the largely residential developments, significant infrastructure improvements designed to improve pedestrian and traffic circulation must be enacted. Traffic calming measures, signal improvements, and creating a pedestrian- and bicycle-friendly City, while less visible than the ongoing private investments taking root across the City, are equally as important and costly. DRI investments would leverage City resources and private investments to provide meaningful connections between residential neighborhoods in the northern portion of the corridor with commercial, institutional and cultural resources located in the southern

portion of the zone. These efforts would include intelligent investment designed to increase non-motorized traffic throughout the city, creating not only a thriving “main street” along the Lincoln Avenue Corridor, but also reducing carbon emissions and demonstrating a municipal commitment to sustainability.

New Rochelle is in need of DRI funding to (1) catalyze and accelerate the revitalization of the Lincoln Avenue Corridor, (2) connect this largely distressed residential area to the DOZ for improved access to jobs; (3) take advantage of a unique opportunity to leverage State dollars with other timely private and government investments in order to achieve maximum positive impact for thousands of city residents as well as the lower Hudson Valley and New York State; (4) demonstrate conclusively that New Rochelle’s planning and development urban innovations can be replicated elsewhere, allowing the city to serve as a powerful model of urban re-development.

DOWNTOWN IDENTIFICATION

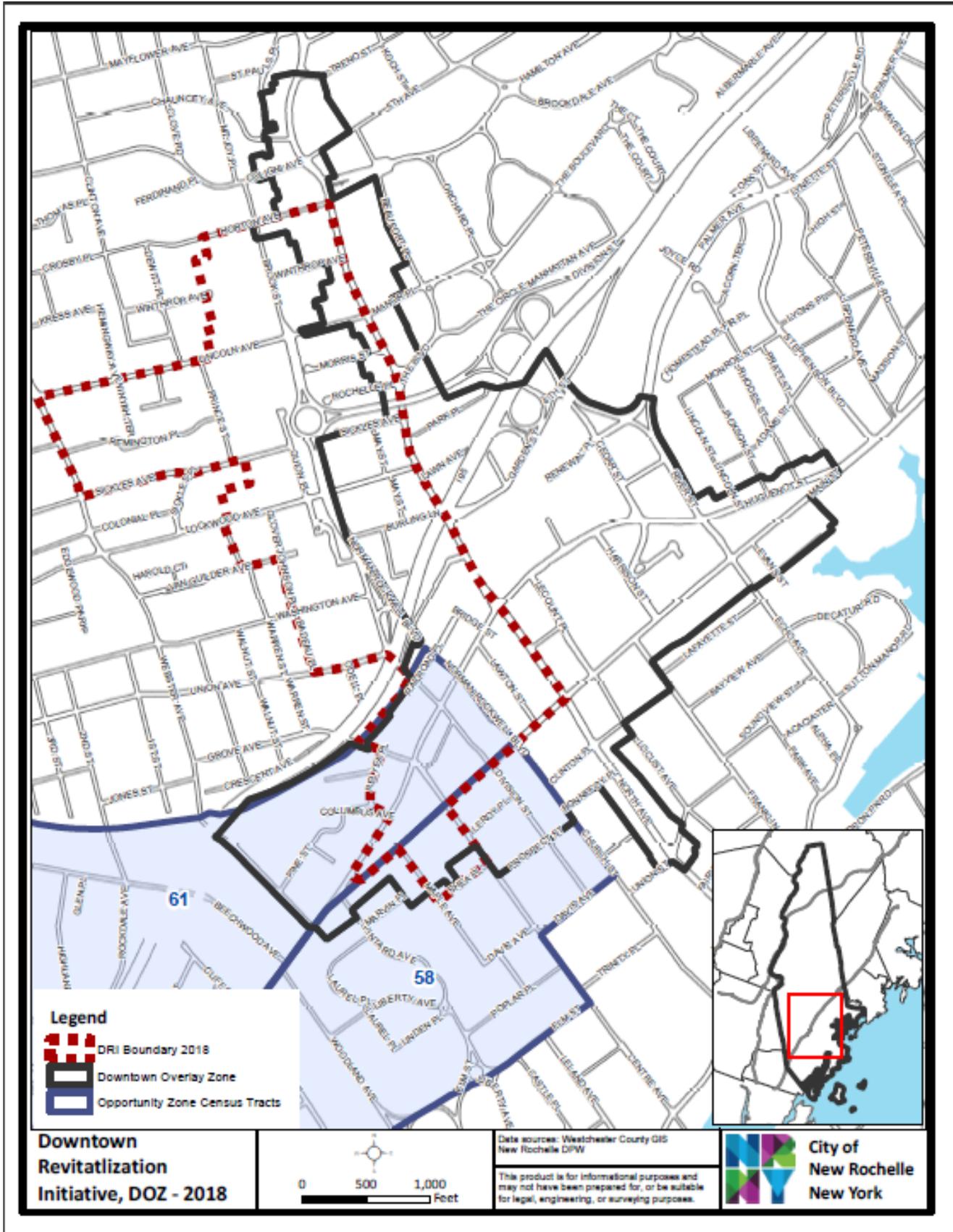
1) Boundaries of the proposed DRI area.

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 (see page 4 for DRI map). Along the west, the DRI area’s boundary was chosen to include a diverse array of cultural, residential, and commercial properties, as well as community institutions such as churches and the Boys and Girls Club, which are equally important to the residents of the Lincoln Avenue Corridor. The area cuts south between Dewitt Place and Memorial Highway, juts out west to include residential developments by the hospital, continues south, a block west of Memorial Highway, crosses I-95 into the Art + Cultural Zone and DOZ (which is also nominated as a federal opportunity zone), and ends at Main Street, with the exception of one block further south to Shea Place, to include the new Maple Avenue Parking garage that will be built with Empire State Development funds paired with private funding in the next few years.

2) Description of catchment area.

Infrastructure and traffic improvements in the Lincoln Avenue Corridor will capitalize on the numerous developments already taking place in the DRI catchment area as well as the impressive commercial development occurring in the DOZ. It is expected that this infrastructure and other creative enhancements will encourage the influx of businesses and residents into the catchment area as well as provide current residents with enhanced access to jobs. Such investments will provide safe and tangible connections between lower income residents, who bear a higher housing expense burden, to New Rochelle’s commercial and institutional core, which benefits from a central location, and exceptional transit connectivity. Encouraging growth and revitalization in the Lincoln Avenue Corridor will energize other parts of the region, particularly southern Westchester, resulting in substantial regional impact upon the Westchester Sound Shore, the Westchester southern tier, central Westchester, and even New York City.

Growing Population Base: After several decades of declining population, New Rochelle’s population has grown to its highest level ever over the past two decades. The city grew from 67,265 in 1990 to 77,062 in 2010, peaking at an estimated 79,299 in 2016. Based on the large scale private redevelopment underway, an estimated additional 13,000 residents will soon call downtown New Rochelle home. New Rochelle is also in a unique position to retain the 11,000 college students that reside within the City during their academic careers. The highly diverse City is 28% Latino, 18% Black and nearly 30% of residents were born outside the United States. Additionally, New Rochelle is a young city with nearly 60% of the population under the age of 45. Growth has been especially pronounced in the downtown area, where approximately 1,500 new housing units have been constructed in the past twenty years. Several projects addressing need for affordable and market rate housing in the catchment area are noteworthy: newly renovated subsidized housing that converted outdated “project”-style housing into attractive



condominium-style housing, spurring pride from local residents and an increased sense of responsibility to the City (complete); “Millenia”, a six-story, 110-unit building geared towards millennials and young professionals situated between the hospital and the train station (underway); the 28-story mixed-used building between Huguenot and Main that will include 280 residential units (underway); and NewRo Studios—artist housing across the street from “Millenia” that will include 73 residential units, rooftop music performance space, an art gallery, and artist work space.

Transit Access: Multiple modes of access are provided through several New England Thruway and Hutchinson River Parkway exits, a bustling Transit Center with Metro-North service to Grand Central, the only Amtrak stop between Penn Station and Stamford, CT, and regional Bee-line bus service. When MTA completes its Penn Access capital project (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. New Rochelle is currently in the planning stages for a Downtown Circulator Bus transit system to link residents and employment centers to retail, transit and recreational destinations. In addition, New Rochelle is the first community in Westchester County to have a bike share program. The proposed addition of bicycle sharrows will facilitate use of this program and the proposed pedestrian bridge connecting Millenia and NewRo Studios to the train station will increase the area’s attractiveness as a place to live for young professionals, an important project in a City where 22% of residents use public transit.

Central Location: New Rochelle is “close to everything.” New York City, Stamford, White Plains, LaGuardia, and Westchester Airport are all within 20 miles and within a 30-minute travel time of downtown New Rochelle, with multi-modal transportation options available to each. As such, millions of people can easily and affordably access New Rochelle as workers, customers, or visitors, while residents enjoy easy access to everything in the area.

The following additional factors will further aid in the redevelopment of the Lincoln Avenue Corridor and/or amplify the positive effect of successful development:

- **Institutional Links:** New Rochelle is home to three colleges – Iona College, the College of New Rochelle, and Monroe College. In addition to fostering a population of well-educated young professionals, all three institutions have worked in close partnership with the City and provide year-round demand for student housing, amenities, and retail for their 11,000 students. New Rochelle hopes to retain a greater number of these graduates as working professionals.
- **Montefiore Hospital,** located immediately to the west of New Rochelle’s downtown, is the City’s largest private employer, serves as a potential engine for medical office development, and has plans to open a new nursing school. As it embarks on a \$45M capital improvement project (spurred by NYS investment), it is likely that many new jobs will be created.
- **As host of the first ever immersive technology live/work space (IDEA –Interactive Digital Environments Alliance),** located in the southern portion of the Lincoln Avenue Corridor at the Metro North train station, this captivating project has drawn national attention and various outside groups are looking to partner with the organization.
- **The 28-story mixed-used building between Huguenot and Main that will include 280 residential units,** will also include 32,000 sq. ft. of retail, and a 10,000 sq. ft. black box theater.
- **Verizon,** has partnered with New Rochelle to install ultra-high-speed WiFi kiosks throughout the City that direct users to amenities and services across the City, as well as provide surveillance and access to emergency services. Phase I (installation of 25% of the 100+ kiosks) is underway. The city hopes to further expand the kiosks into the Lincoln Avenue Corridor neighborhoods as part of its DRI initiative. (The first kiosk was installed in the corridor.)
- **New Rochelle has hired Buxton,** the nation’s first customer analytics company, to study and draw commercial and retail opportunities to the area. As a result, New Rochelle has been able to take steps

towards curtailing retail and food and beverage “leakage”. It has also started a “Featured Business” program to help quality businesses succeed, provide user-friendly information to consumers and customers, and assist the City’s broader marketing efforts. Featured businesses are included in various online listings and maps, plus have free access to two marketing tools to expand their reach to a broader customer base.

3) Past Investment, future investment potential.

New Rochelle has benefited from significant public and private investment in recent decades, which has established an environment conducive to further growth. While the City is rife with private investment throughout, the following past or anticipated investments are within or affecting redevelopment of New Rochelle’s Lincoln Avenue Corridor:

Private investment within the DRI catchment area:

Of the twelve private development projects approved in the DOZ, four are within the DRI catchment area. Collectively, this represents approximately \$180M in investment; 523 residential units; 33,000 sq. ft. in retail/commercial space; a 10,000 sq. ft. theater; a rooftop performance space; an art gallery; and artist work space. These projects are either in construction or will be underway within nine to eighteen months.

Government investment within the DRI catchment area:

1. Montefiore New Rochelle Hospital: \$45M capital improvement and expansion project with funding from the NYS Capital Restructuring Financing Program and Essential Health Care Provider Support Program to construct a Montefiore New Rochelle Medical Village. The City’s largest private employer with 1,146 employees and 242-beds, this community-based teaching hospital provides primary, acute and emergency care.
2. North Avenue Bridge Replacement: \$7 million commitment from NYSTA to replace the aging North Avenue Bridge located at a critical downtown gateway and to improve pedestrian and vehicular mobility.
3. Two-Way Conversion: \$14 million investment to facilitate a conversion from a one-way to a two-way traffic circulation system for US1, which splits and bisects downtown New Rochelle.
4. Complete Streets: Funds secured from federal, state, and local sources include \$3.5M from a 2016 NYSDOT TAP/CMAQ Program and \$804,000 from a 2017 NYS DEC Climate Smart Communities Grant.
5. Penn Access: MTA capital investment will afford New Rochelle commuters with the closest station to Manhattan with direct service to the east and west sides of Manhattan and will provide commuting options to/from the Bronx.
6. The anticipated designation of two census tracts as federal opportunity zones that will provide substantial tax incentives to spur economic development.

Private-Public investment:

1. Montefiore Medical Center Streetscape Improvements: The City has awarded a contract to Paladino Concrete Creations, to construct streetscape improvements between Memorial Hwy/Division Street and Glover Johnson Blvd, as well as the entire length of Burling Lane. The project includes new ADA-sidewalks and curbing, lighting, signage and trees in conjunction with a NYSDOT and FHWA funding initiative. Montefiore Medical Center is also making a large contribution as a result of a funding gap in the project.
2. The City is planning to solicit a developer to build a parking deck in the Arts+ Cultural District on Maple Avenue and was awarded \$1M from the NYS ESD Consolidated Funding Application in 2017 towards the project. The deck is located within sight of the 587 Main Street project and will support the revitalization of that pedestrian-friendly retail zone.

Other investments adding to New Rochelle’s overall desirability as a place to “Live, Work, and Play”:

- **Waterfront:** In 2017, an MOU was executed for a \$150 million project at Echo Bay/Pratt Landing, creating an exciting mixed-use waterfront destination. This project builds off a 2012 NYS ESD Consolidated Funding Application for \$1.5 million for Echo Bay Redevelopment Infrastructure Improvements, \$265,000 awarded via the Restore NY program, and an additional \$1M from the same program for Armory Stabilization, one of the dominant buildings along the waterfront.

Public Assets & Infrastructure:

- **Capital Budget:** The City’s 10-year capital plan includes \$150 million in infrastructure investment, focusing on key priorities such as roadway & sidewalk improvements, economic growth & business development, neighborhood resiliency, and parks & natural resources. Within the next few years, the City will have moved City Hall to the downtown, constructed a new Department of Public Works Facility, opened a new school building in the vacant City Hall, which was once a school, and built a new fire station to replace the antiquated facility currently serving Downtown New Rochelle.

- **Fair Share Mitigation Fund:** \$25.8 million is expected to be generated in developer fees to fund one-time capital and infrastructure needs associated with the 10-year downtown build-out.

- **Public Parking:** The City expends over \$1 million annually on the capital and maintenance requirements for its public parking garages and has invested \$1 million in a new municipal metering system to improve public parking.

- **Wastewater Treatment:** In 2016, a \$250 million upgrade to the New Rochelle Water Resource Recovery Facility (WRRF) was completed, the largest public works project in the county’s history. The plant’s capacity was increased from 13.6 MGD to 20.6 MGD, a 51 percent improvement.

Transit & Transportation:

- **Station Plaza North Pedestrian Improvements:** The City is taking steps to enhance the pedestrian environment in the Downtown area. In 2017, the City constructed a small pocket park on Burling Lane that provides access to a pedestrian bridge that crosses over Interstate 95 (I-95). The City opened the park in 2017. The proposed opening of the bridge will improve the pedestrian connection to the New Rochelle Transit Center. The City is now making improvements to Station Plaza North (SPN) prior to opening the bridge in order to provide a safe exit onto SPN. The improvements to SPN are expected to be completed in Summer 2018.

Planning, Programming, and Services:

- **First Source Training & Employment:** To maximize employment opportunities sparked by ongoing revitalization, the City of New Rochelle has partnered with Westhab and STRIVE to implement a multi-tiered job placement and training program. The program’s goal is to create employment opportunities for City residents who are currently not employed or in school. This initiative is an integral component of New Rochelle’s economic opportunity and non-discrimination policies and is funded through the community benefits funds agreement with developers at no cost to taxpayers. Additionally, City-owned office space (NewRoc) is being developed as an incubator to provide co-working space and support the entrepreneurial spirit integral to the new gig-economy.

- **Complete Streets Concept Plan:** A Complete Streets Policy was adopted by the New Rochelle City Council in 2012 for both Complete Streets and Sustainable Complete Streets to safely accommodate all users of roadways, including pedestrians, cyclists and transit riders. Complete streets policies are intended to draw from current street

design criteria and guidelines while remaining context sensitive and flexible. The Complete Streets policy guides transportation planners and engineers to design and operate the entire right of way to enable safe access for all users, regardless of age, ability or mode of transportation. The Sustainable Complete Streets policy integrates green street design and green infrastructure. Ultimately, the policy is meant to ensure that principles of complete and sustainable streets are considered when roadways and new developments are designed and rehabilitated.

- **Transit Connectivity Strategy:** Initiate a downtown circulator transit service (MobileNR) to connect downtown destinations, major employers, civic centers, downtown retail and restaurants, the transit center and adjacent neighborhoods. A feasibility study is being completed this year, which will put the City in a position to take steps to launch the service.
- **Pedestrian Connectivity Strategy:** By promoting stronger pedestrian connections to the transit center, enhanced sidewalks, improved streetscapes, mid-block pedestrian ways, improved crosswalks, better pedestrian-oriented street lighting the Lincoln Avenue Corridor can reduce its dependence on automobiles and create a more cohesive and desirable destination, better linked to the downtown area.

Culture:

- **Interactive Digital Environments Alliance (IDEA) New Rochelle,** an Arts and Technology initiative that brings together City government, the Business Improvement District, academic and cultural institutions, and a variety of private-sector experts, is located above the train station in the DRI catchment area. IDEA aims to integrate virtual reality, augmented reality, motion capture technology, and molecular gastronomy into new performance, exhibit, and dining space throughout the downtown, with the potential to incubate new businesses and establish a unique niche for New Rochelle. The City, with IDEA, was recently named one of 35 Champion Cities selected as finalists in the 2018 U.S. Mayors Challenge (Bloomberg Philanthropies), a nationwide competition that encourages city leaders to uncover bold, inventive ideas that confront the toughest problems cities face and will now begin a 6-month phase where they will test an “app” prototype that uses virtual and augmented reality technology to visualize development plans and promote informed community engagement. The \$100,000 award has enabled the City to now compete for a \$5M grand prize.
- **Black Box Theater:** \$1.6 million investment in a new black-box theater, sited at the ground level of a new 28-story residential tower that began construction in 2016. The new Black Box Theater will be outfitted with motion-capture technology, allowing artists to digitally record the movements of performers. The digital models developed with this data can be used in the production of animations for film, television, games, virtual reality experiences, and augmented reality applications.

Academia/Institutional:

- **Iona College** has made investments both on and off campus. In January of 2014, the Board of Trustees approved a new campus master plan that included the development of a new seven-story residence hall with commercial space on the ground floor (construction completed), a new School of Business building, expansion and renovation of the science building, building a performing arts venue, and renovating the Hynes Athletic Center. In 2015, the Iona Forever initiative was launched, with the goal of raising \$150 million to build out the master plan. They have already raised more than half of their goal. The economic impact of Iona College on New York state is estimated to total \$258 million annually.
- **Monroe College** is expanding in New Rochelle and is partnering with a private developer on a \$14 million, 300+ bed dormitory project in the DOZ. Monroe College is a for-profit college with campuses located in downtown New Rochelle, New York City, and St. Lucia. The New Rochelle campus provides housing for over 1,000 students.

While not located in the Lincoln Avenue Corridor, its proximity to the area will necessarily influence retail traffic and usage of other commercial entities as well as overall desirability of the city as a place to “live, work, and play.”

Future Investments Needed/Desired, But Not Yet Funded Include:

- Train station upgrades to accommodate increased traffic due to population increases and employment opportunities, as well as the future Penn Station Access.
- Expansion of North Avenue Bridge over I-95 to include open space and improved pedestrian circulation and to help reconnect divided parts of the City.
- Creation of an elevated park (the “Linc”) to facilitate pedestrian travel from Lincoln Avenue to North Avenue, improving connectivity to downtown and eliminating a dangerous crossing of Memorial Highway.
- Capital improvements to the Boys and Girls Club.
- \$2 million funding gap for two-way traffic conversion of downtown road network.
- Improve connectivity within the DOZ and to nearby employment centers, health care facilities, educational institutions, and recreational amenities by implementing:
 - complete streets
 - adding a bus shuttle
 - improved pedestrian connections
 - adding bicycle sharrows
 - creation of community-based co-working space to encourage entrepreneurialship.

These desired investments, an outgrowth of the Task Force meetings, were chosen in order to eliminate both physical and “mental” barriers dividing the City. Residents of the Lincoln Avenue Corridor want to feel part of the bustling, exciting, part of the City and these investments will facilitate that.

4) Recent or impending job growth.

Currently, New Rochelle’s downtown area, together with immediately proximate institutions and businesses, supports an estimated 15,000 jobs and is well-positioned to both spur and benefit from regional employment growth. New Rochelle’s downtown development plan is projected to create over 19,000 jobs over the 10-year construction period, with construction jobs accounting for roughly 3,000, and the remainder in the retail, restaurant, hotel, and office industries.

New Rochelle’s proximity to New York City and other population centers gives regional significance to our local actions. With millions of people residing within 20 miles of New Rochelle, any local job creation offers a significant opportunity for persons who are unemployed or underemployed. This, coupled with New Rochelle’s commitment to creating a sustainable, pedestrian-friendly city, and the growth of new housing options targeted to attract and retain millennials, will create a place in which residents want to “live, work, and play.”

Job Training/Placement: To maximize access to new jobs and to career-building skills, the City, in partnership with Westhab and STRIVE, launched a “First Source” job training program. Services include skills assessments, job training, job readiness programs and placement to ensure that residents of New Rochelle will have access to job opportunities created in the downtown.

Arts & Technology Niche: To spur job growth in the highly-desirable arts and technology space, New Rochelle has launched the Interactive Digital Environments Alliance (IDEA). IDEA encourages innovation, collaboration,

research, open data and social responsibility in the fields of immersive media, artificial intelligence, digital storytelling and performance. The organization will serve as a platform for a growing community of artists, technologists, and entrepreneurs to develop new work with emerging technologies. As the cornerstone of an emerging Arts and Technology District, IDEA aims to help New Rochelle attract millennials, recent graduates, entrepreneurs, tech-start-up founders, and members of the creative/knowledge class.

Retail Strategy: To strengthen our retail base, New Rochelle retained Buxton Consumer Analytics to evaluate regional consumer preferences and then identify specific retailers whose business models match the local profile. The information gleaned from this exercise is now bringing focus to retail recruitment efforts and enabling the City to work with developers and the Business Council of Westchester to configure new retail space for targeted tenants with particular focus on the un- and under-occupied spaces found within the Lincoln Avenue Corridor.

Office Opportunities: New Rochelle also has the potential to reinvigorate the lagging Westchester office market by creating a new urban-scaled, transit-served office product, presently in short supply. Recent analysis of office demand by industry sector suggests that by 2021, assuming a 30% capture rate, total office demand in downtown New Rochelle could exceed 1.2 million square feet.

5) Attractiveness of physical environment.

New Rochelle has created a blueprint for a thriving, mixed-use and mixed-income downtown destination that enhances historic assets, while also aiming to correct past planning errors that have left much of the downtown fragmented, unwelcoming to pedestrians, or frustrating for small-scale investors. Our new form-based zoning code emphasizes best planning practices known to enhance walkability and attractiveness, with standards for continuous street frontages, glazing, upper-level setbacks, significant corners, and terminal vistas. The zoning code further establishes height bonuses in exchange for LEED gold or platinum equivalency, open space creation, historic building preservation, and other vital elements of a healthy downtown area. New Rochelle's process of Peer Architectural Review creates a collaborative mechanism for enhancing the visual appeal and contextual quality of new construction. However, some of the surrounding neighborhoods have been separated from the downtown by I-95 and the railroad tracks for many years. In order for this new downtown to be accessible to all of New Rochelle's residents, the City has embraced many policies, including a Complete Streets Policy, that complement the downtown redevelopment plan by creating connections between all neighborhoods in the City to the downtown.

Through implementation of these policies, areas that have been separated from the downtown physically, socio-economically and geographically will have improved access through efforts that will remove physical and perceived barriers and with improved roadways for all users including pedestrians, cyclists, transit riders and motor vehicles. The City will be making opportunities for employment, training, entertainment, access to health care, food choices and recreation available to all residents of the City.

The City is implementing or planning other projects that will improve mobility throughout the downtown and connect neighborhoods to the downtown, the waterfront, parks, schools and other areas. These projects include implementation of a complete streets plan, a downtown shuttle loop, conversion of two main thoroughfares from one-way streets to two-way streets, opening of a pedestrian bridge for easier access to the transit center, gateway and wayfinding signage branded with the "Ideally Yours" message, and the County's first bike share program.

While the private investments underway in the Lincoln Avenue Corridor will significantly add to the physical attractiveness of the streetscape, New Rochelle has recently made great strides in improving green spaces within the same zone. In 2017 a pocket park was built which, once the utility bridge is opened to pedestrians, will connect the two residential developments on Burling Lane to the train station. This small area provides a respite from the

urban landscape and includes a public art installation as well as a solar phone-charging station. Additionally, the City is near to completing significant rehabilitation of Lincoln Park, a \$1M project spanning a large block between a residential area, the hospital, and subsidized housing, and abutting the Boys and Girls Club. Now, the City is seeking to create the Linc, an elevated park providing pedestrian access in the northern section of the Lincoln Avenue Corridor, to facilitate foot traffic from Lincoln Avenue to North Avenue.

Lastly, New Rochelle seeks to enhance the cultural vitality of the Lincoln Avenue Corridor through public art installations, creative designs for crosswalks and other streetscape elements, and through the IDEA and Arts and Technology initiatives noted above.

6) Quality of Life policies

In 2015, the City of New Rochelle and its public schools accepted and supported the community's Action Plan for addressing the critical objectives of My Brother's Keeper (a call to action by former President Obama). The Action Plan was formally presented by Mayor Noam Bramson and Superintendent of Schools, Brian G. Osborne. According to the plan, "With the hope of improving the lives of young people across the country, particularly those of boys and young men of color...this...Call to Action encourages all communities to enact sustainable change through policy, programs and partnerships." From significant community planning, the following mission and vision were created:

Mission: To create in New Rochelle a supportive environment wherein the entire community has accepted the My Brother's Keeper Challenge and is proactive in supporting this initiative. We want our residents to join us in helping all our youth, particularly Black and Hispanic or Latino boys and young men, succeed, and enjoy productive, rewarding lives. We want all our young people to enter school ready to learn; read at grade level or better by third grade; graduate from high school in a timely manner ready for college and/or career; complete college or other postsecondary education or vocational training; successfully enter the workforce anywhere they desire including in this community; and are able to live their lives here or elsewhere safe from violence and benefitting from second chances when necessary.

Vision: A New Rochelle community in which every institution, household and business accepts a shared responsibility to lift up our young people, particularly Black and Hispanic or Latino boys and young men, and in which every young person is supported and encouraged to achieve positive goals and contribute to the common good.

The plan also set six milestones for the City, which it has actively worked towards. This includes:

1. All children enter school cognitively, physically, socially and emotionally prepared
2. All students are reading at grade level by third grade
3. All youth graduate from high school
4. All young people complete post-secondary education or vocational training
5. All youth out of school are employed
6. Ensure that all youth remain safe from violent crime and are afforded second chances in life

One organization integral to the creation of the Action Plan was New RoAr (New Rochelle Against Racism), a group that meets weekly at a church on Lincoln Avenue, across from Lincoln Park and the Boys and Girls Club. This intergenerational group was formed with the goal of reducing the impact of racism, inequality, job creation, and income parity on the community.

While this important plan ensures that New Rochellians, together, strive for a better future, City plans ensure that new developments nourish new opportunities for growth and development. New Rochelle's downtown plan, adopted at the end of 2015, has been recognized as a model, winning formal recognition from the American Planning Association and the Westchester Municipal Planning Federation. The adopted downtown plan and the associated zoning code utilized best planning practices and policies for quality downtown revitalization and includes:

- A comprehensive form-based code that promotes street level activity, a broad mix of uses and intensity of development appropriate for vibrant commerce and cultural activity.
- A transect-based land-use scheme with six Downtown Overlay Zones of varying intensities permitting 6, 12, 28 and 48 stories, with the higher densities permitted closer to the Downtown Core and Transit Center.
- A comprehensive set of incentives designed to promote economic development while funding or constructing community benefits.
- Storefront and streetscape requirements to create continuity in the pedestrian, civic space, and retail experience in the Downtown core.

In addition, the City has:

- Nominated census tracts 58 and 61 in the City for designation as Federal Opportunity Zones, in order to spur economic development. The Lincoln Avenue Corridor includes one of these tracts and is otherwise contiguous to the zone.
- Created an Arts and Cultural District and changes to the zoning in the adjacent light industrial area to allow for "createforce" housing and live/work units for artists.
- Promoted the creation of more civic spaces in the downtown and surrounding neighborhoods and linking these places with improved sidewalks, trails and bikeways to provide links between the downtown, other City neighborhoods and the City's impressive waterfront parks and vistas along Long Island Sound.
- Partnered with the City of New Rochelle's Downtown Business Improvement District (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.
- Implemented a Complete Streets Plan to enhance crosswalks, facilitate bike access, beautify streetscapes, improve wayfinding, and otherwise enhance the experience of pedestrians, cyclists, and motorists. Nearly \$6M in grant funding has been awarded to begin project planning and implementation of the plan.

And has plans to:

- Reconfigure two major one-way downtown streets, Main Street and Huguenot Street, into two-way streets to improve pedestrian safety, boost downtown commerce, and reduce carbon emissions.
- Improve access and connectivity to areas adjacent to the downtown such as the concentration areas identified in the 2017 Assessment of Fair Housing, recreational opportunities and the Arts + Cultural District extension in the light industrial area.

Together, the actions, plans and policies noted above and throughout this application will improve the quality of life for all New Rochelle residents. As the recent Regional Plan Association’s 2016 report, State of the Region’s Health, states, “a growing body of research also shows that the location of affordable housing, the availability and quality of public transportation, and the accessibility of public services all play a large role in education outcomes, economic mobility and other social and economic determinants of health.”

7) Public Support

In October 2017, a Lincoln Avenue Task Force (the “Task Force”), comprised of local residents, community leaders (including the founder of New RoAR), city representatives, and a planning firm, was formed to analyze the Lincoln Avenue Corridor and to make recommendations for improvements. Meetings resulted in a list that includes: shorter crosswalks, signal improvements, signage improvements, relocation of bus stops, traffic flow changes, intersection improvements at various junctions, implementing traffic calming measures, and amending zoning to foster commercial development. After subsequent meetings and a more in-depth exploration of the area’s needs, the City decided that improvements would also include an elevated park (the Linc), the possibility of a free electric shuttle, and bicycle sharrows. Ultimately, these improvements to the Lincoln Avenue Corridor will build connections to jobs, housing, and cultural resources, and improve housing options in the area. It will also lessen the perceived social barrier residents of the area feel. The City continues to convene this Task Force monthly to keep an open dialogue between stakeholders and inform the public of the progress of proposed projects.

On a city-wide basis, support for New Rochelle’s downtown development initiative has been remarkably broad and deep. The downtown plan was adopted on a unanimous, bipartisan basis by the New Rochelle City Council, and continues to be strongly supported by the City’s elected political leadership. New Rochelle’s School District participated directly in an analysis of growth-related school impacts and has been strongly supportive of the “fair share mitigation” formula that emerged from this analysis. New Rochelle’s Industrial Development Agency unanimously approved a new Unified Tax Exemption Policy that serves as a framework for downtown growth incentives. New Rochelle’s downtown plan has been cited as a model by regional business and planning advocates. Most importantly, the general public was fully engaged in establishing the plan’s parameters and goals through a process of “Crowdsourced Placemaking” (CSPM), which included more than 50 public meetings and enlisted 2,120 members.

Local Lead: The Commissioner of Development, Luiz Aragon, who spearheaded the creation of the City’s downtown plan, will be the local lead for the program. He can be reached at laragon@newrochelleny.com or 914-654-2182. The Commissioner’s leadership will be supplemented and supported by direct involvement from other officials, both elected and appointed, as needed.

8) Project List to Demonstrate Readiness:

As the recipient of the DRI, the City would work closely with the Mid-Hudson REDC, relevant State officials, and planning professionals to optimize the use of State funds, leverage additional investment, and successfully realize our downtown vision, based on the following broad principles:

- Expand and enhance New Rochelle’s multi-modal transportation center—located within the Lincoln Avenue Corridor—by augmenting train station facilities to capitalize on enhanced Metro-North service to Manhattan and on anticipated links directly to Penn Station.
- Build upon the mixed-use character of downtown by promoting retail, office and institutional uses with façade and landscaping enhancements to storefronts, sidewalks, plazas, and pocket parks.

- Expand the number of mixed-income residences at varying levels of affordability through construction of affordable, workforce and upscale residences.
- Improve the streets connecting the Downtown commercial and cultural districts to the surrounding neighborhoods.
- Enhance the cultural arts and historic assets of the downtown.

The following specific items illustrate the City’s readiness to act and offer illustrative, though not comprehensive, examples of the manner in which DRI funds could be employed:

10-Year Capital Budget: The City’s aging infrastructure must be modernized, enhanced and aligned with our growth objectives. To meet these goals, the City Council adopted a 10-year \$150 million capital budget, the largest in our history. The plan includes improvements in community services and public facilities, economic growth and business development, neighborhood resiliency, parks and natural resources, streets and sidewalks, and vehicles and equipment. This capital planning process and associated resource allocation demonstrates the City’s readiness to move forward with important investments and provides a read-to-roll framework that can easily utilize new funding streams. Yet, even this ambitious plan leaves many urgent priorities underfunded, while deferring others. The DRI could, therefore, accelerate or augment key elements of the capital program within the Lincoln Avenue Corridor, specifically addressing zoning amendments to allow for commercial redevelopment at 51-71 Lincoln Avenue and 116 Guion Place (as requested by the Task Force).

Complete Streets and Connectivity - The City adopted a Complete Streets policy and a Sustainable Complete Streets Policy as defined by Smart Growth America in 2012. The capital budget roughly doubles the City’s annual investment in street improvements. Beyond simply maintaining and repairing asphalt, however, the capital budget also makes an important commitment to redesigning New Rochelle’s street network, so that it is safer, more attractive, and more appealing for pedestrians, cyclists, and motorists alike. The City’s traffic consultants completed a preliminary report that includes a long-term vision for comprehensive improvements. The City could use DRI funding to continue implementation of complete streets goals, with a particular focus on improving accessibility to the downtown area. For example, the City will shortly open a pedestrian bridge over I-95 that connects a newly built pocket park on Burling Lane to our Transit Center. Additional pedestrian bridges of this kind would improve mobility between concentration areas and the downtown, benefiting both businesses and residents, especially those from income-constrained neighborhoods. One example would be the proposed Linc, an elevated park that would facilitate pedestrian movement from Lincoln Avenue to North Avenue. In order to prioritize outcomes of Task Force meetings, the City would propose to spend funding on the addition of bicycle sharrows; improvements to Webster Avenue, Memorial Highway, and North Avenue that include shorter crosswalks, signal improvements, signage improvements, intersection improvements; and traffic calming options for Brook Street.

Shuttle Service – New Rochelle is exploring the provision of a shuttle service that could connect residents, workers, and visitors to key downtown destinations. The shuttle would encourage use of public transit, reduce vehicle miles traveled, reduce demand for parking, and complement ongoing complete streets upgrades. The City is presently assessing the feasibility of such a system, and DRI funding could be used to implement the findings.

9) Administrative Capacity.

New Rochelle has a skilled, professional administrative team with a demonstrated record of managing complex planning, development, and financial initiatives. Our administrative team works in concert with elected leadership to implement a shared vision for sustainable, transit-oriented growth.

New Rochelle's Department of Development encompasses planning, building, and Section 8 bureaus, ensuring seamless coordination among entities relevant to the utilization of DRI funds. The Department of Development will take the Commissioner's lead, with the assistance of his Deputy Commissioners, and an additional 35 staff members with a total departmental budget of \$3.5 million. Over the past several years, the department has been awarded and successfully managed nearly \$10M in state and federal grant awards and \$25M in tax credits.

Mayor Noam Bramson has served as the Mayor of New Rochelle since January 2006. Bramson has been at the forefront of efforts to strengthen New Rochelle's economy, environment, safety, and quality of life. He has worked successfully to forge public-private partnerships aimed at job creation and economic growth, including the most ambitious downtown development initiative in New Rochelle's history. He has been a strong advocate for thoughtful community planning, spearheaded the creation of New Rochelle's award-winning Sustainability Plan, promoted efforts to establish new public access to the Long Island Sound shore, and adopted new land use policies to preserve open space and protect neighborhoods from overdevelopment. Bramson has worked in concert with public safety professionals to bring New Rochelle's crime rate down to a fifty-year low.

Luiz Aragon, Development Commissioner, has over two decades of governmental experience in New York City and upstate New York. His broad expertise includes community development, economic development and revitalization, housing, planning, transportation, and environmental management. Under his leadership, New Rochelle has been able to reposition itself as a leading transit-oriented development (TOD) destination in the tri-state area. In partnership with the City Council, Mr. Aragon has rezoned approximately 300 acres of the City's downtown to accommodate over 10 million square feet of development. His accomplishments also include catalytic changes regarding the City's branding and technology initiatives.

10) Other.

Exceptional Diversity: New Rochelle's exceptional diversity ensures that our downtown renewal will have a meaningful positive social impact. Indeed, New Rochelle was recently ranked the 18th most diverse city in America and is, for the first time in its history, a majority non-White city, with a sizable African-American community and a surging Hispanic community. This diversity is also reflected in socio-economic statistics, which illustrate sizable populations clusters at every income and wealth stratum.

A Regional Model: New Rochelle presents the Mid-Hudson Regional Economic Development Council with a unique opportunity not only to assist a single community with its development efforts, but – more importantly – to validate and promote a model that can be replicated in many other communities throughout the region.

Ready to Roll: Many of the key hurdles limiting most large-scale developments have already been addressed and overcome through the significant prior work of the City of New Rochelle. The City is promoting its vision through a new website at <http://www.ideallynewrochelle.com/>

Best Bang-For-The-Buck: New Rochelle has “great bones,” yet, despite recent progress, its downtown has struggled for the past two generations. The gap, therefore, between New Rochelle's current condition and its full potential is particularly large. And because of the development framework adopted by the City, there exists today a clear and achievable means of closing that gap. New Rochelle occupies the sweet spot where State assistance can accomplish the most good in the shortest time.