

# Village of Ardsley Comprehensive Plan

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# Acknowledgements

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**Hudson River  
Valley Greenway**

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# Comprehensive Plan Themes and Goals

## Provide

- 1a. Strive for excellence, efficiency, cost effectiveness, and sound fiscal health in Village government and municipal services
- 1b. Ensure that Ardsley is a healthy place to live and work
- 1c. Provide safe, attractive, accessible and well-maintained parks and recreational facilities to serve residents of all ages and physical abilities
- 1d. Maintain excellent educational experiences
- 1e. Ensure the Village has access to safe, reliable and adequate infrastructure/utility systems

## Strengthen

- 2a. Pursue an economic development strategy for the Central Business District that helps to activate underutilized properties and provides the community with enhanced access to desired goods, services and cultural activities
- 2b. Grow the visibility of the Village through branding, marketing, outreach and promotional efforts
- 2c. Promote partnerships and effective communication between community leaders and the business community to support local businesses and facilitate economic development and revitalization
- 2d. Focus on sports, fitness and health as an economic driver

## Connect

- 3a. Enhance sidewalk conditions, trail access, and pedestrian connectivity to destinations within the Village
- 3b. Expand parking opportunities in the Central Business District
- 3c. Improve traffic conditions and safety throughout the Village
- 3d. Expand mobility options

## Build

- 4a. Adopt zoning changes, design regulations, and physical improvements that help transform the Central Business District into a walkable mixed-use neighborhood supporting a wide range of retail experiences, an attractive commercial environment, ample space for community activities, and strong connections to the riverfront and surrounding neighborhoods
- 4b. Enhance the public realm to be multifunctional, to accommodate a range of users of varied ages, abilities, and cultures, and to respond to daily, weekly, and seasonal use patterns
- 4c. Preserve and enhance the Village's residential neighborhoods to maintain their stability, value and character
- 4d. Diversify housing opportunities to increase housing availability and affordability and to generate new customers for the Village's businesses
- 4e. Adequately protect historic and cultural resources to preserve Ardsley's unique character, heritage, and identity and to benefit future generations
- 4f. Improve the northern Route 9A shopping centers and encourage new development along their frontage

## Protect

- 5a. Adopt building and development practices that are environmentally responsible and resource efficient
- 5b. Adopt sustainable municipal practices
- 5c. Plan for resiliency and strengthen the Village's ability to respond to, endure, adapt to, and rebound from catastrophic events
- 5d. Increase public awareness and understanding of natural resources and environmental conservation measures
- 5e. Protect and improve the quality of the Village's surface waters, the Saw Mill River and Sprain Brook, by reducing nutrient loading, toxins, sedimentation and non-point source pollution
- 5f. Protect and conserve the Village's environmental sensitive lands and native habitat areas





# Introduction

## Executive Summary

In 2017, the Village of Ardsley began a planning process to create the Village's Comprehensive Plan. This all-inclusive planning process involved extensive community participation to develop and build broad community support for the plan. The Comprehensive Plan features a unified vision and supportive goals to guide Ardsley's desired future growth and demonstrate Ardsley's commitment to developing sustainably.

Comprehensive plans create a blueprint for a community's future development and preservation, guiding physical and economic development and addressing social and environmental concerns. Localities use comprehensive plans to inventory community assets and challenges and to build consensus and support for plan implementation. With a plan in place, the community's vision can be implemented through strategic land use regulations, which must conform to the comprehensive plan, as well as capital projects.

## Vision

The Village of Ardsley's Comprehensive Plan sets out a vision and framework to enhance the Village's residential character by improving connectivity, continuing the delivery of excellent municipal services, and positioning the Village's Central Business District as an active and economically vibrant hub of Village life, while protecting and prudently managing the Village's natural resources in a resilient and sustainable manner.

This vision revolves around these five main themes:

1. Provide
2. Strengthen
3. Connect
4. Build
5. Protect

## Provide

The strategies in Provide aim to ensure the Village's fiscal health and support public benefits, including parks and recreational spaces, municipal services, and other programs that serve Ardsley's community. The Village can maintain its economic health through sound fiscal policies, comprehensive planning and related municipal code amendments, new funding opportunities, and pragmatic facility upgrades. Local Actions like a local food program will support public health in Ardsley, as will improved municipal parks, recreational facilities, and other public spaces where Village residents can gather and recreate. Careful coordination with the local school district will maintain high-quality educational opportunities for Ardsley residents, and dependable maintenance of municipal services and infrastructure will ensure residents' and local businesses' basic needs are met.

## Strengthen

Strengthen aims to support Ardsley's economic health through strategies focused on revitalizing problem properties, supporting local businesses, and activating Village assets that can contribute to economic development. Through flexible zoning and vacant property regulations, development partnerships, and fast-tracked priority projects, Ardsley can facilitate revitalization of the Central Business District and support businesses that offer employment opportunities and essential goods and services to Village residents. A focused marketing campaign with professional branding for the Central Business District, effective use of Village assets, and targeted support for local businesses and underutilized properties will draw new development, enterprises, and residents to Ardsley.

## Connect

The strategies in Connect will facilitate multimodal travel within and beyond Ardsley, as well as the transportation infrastructure necessary to support alternative modes of transportation within the Village, including public transportation, bicycling, and pedestrian traffic. Improved and better-connected sidewalks and trail systems in Ardsley will offer safe ways for pedestrians to commute throughout the Village, while bicycle facilities and lanes will enable cyclists to safely ride to their destinations. Pedestrian amenities like streetscape improvements and enhanced crosswalks will further increase walkability within the Village. A strategy to increase access to transit in Ardsley through enhanced service will further encourage alternative transportation modes and help reduce the environmental impacts associated with automobiles. Measures to protect important road features and increase road safety through traffic calming measures will preserve the character of Ardsley's roads while reducing automobile related accidents. Finally, increased parking access in the Village with parking infrastructure located away from the public realm will ensure that off-street parking necessary to support local businesses does not impede walkability within the Village's Central Business District.

## Build

Build identifies strategies Ardsley can implement to strengthen the Village's land uses and physical features that help create a community where people love to live, work, and recreate. To preserve the Village's unique residential neighborhoods, Ardsley can maintain existing residential zoning districts, as appropriate, and facilitate revitalization of existing housing. To create more dynamic commercial areas, the Village can amend underlying zoning to expand permitted uses, including residential uses in the Central Business District, allow increased development density where appropriate, and require uniform building design that complements existing character. Ardsley can also take steps to protect its existing historic and cultural resources and transform its public realm into attractive, frequently used spaces that host a variety of public events.

## Protect

Protect aims to preserve Ardsley's natural resources and sensitive areas from degradation, reduce pollution in the Village's environment, and maintain Ardsley's long-term viability by facilitating sustainable practices, such as reducing carbon emissions, managing waste, and increasing the Village's capacity to recover quickly from catastrophic events. Ardsley can promote conservation of its natural resources through public education efforts and implementation of best practices for floodplains, wetlands, and native habitats. To reduce stormwater runoff, Ardsley can install and encourage green infrastructure. Initiatives to mitigate automobile use can reduce carbon emissions and pollution associated with vehicle miles travelled. Street tree preservation and native landscaping can help keep pedestrians and buildings cool and save water, while sustainable municipal practices, such as energy efficiency and waste reduction methods, can reduce Ardsley's impact on its environment and climate. Green building and development practices can reduce carbon emissions and help improve quality of life in the Village, and water conservation techniques can reduce impacts on Ardsley's water supply. Finally, Ardsley can reduce its natural disaster risks, including storm surge associated with sea level rise, through resiliency planning, flood control management activities, and improvements to vulnerable infrastructure and buildings.



# Methodology

Ardsley's comprehensive planning process integrated best practices from the American Planning Association, a review of past and current planning efforts, a Steering Committee that guided the process, a robust public participation process, a comprehensive review and revision of the draft plan, and an environmental review process. These phases are described in detail below. An implementation plan, two of Ardsley's previous plans, and results from an online community survey are presented in the plan's appendix.

## Best Practice Integration

The plan reflects best practices from the American Planning Association, as well as goals, objectives, and actions proposed in two ancillary Village studies, the Saw Mill River Revitalization Plan and the Market Analysis & Development Strategy.

To help integrate sustainability into the Comprehensive Plan, Ardsley consulted the American Planning Association's *Sustaining Places: Best Practices for Comprehensive Plans*<sup>1</sup>, which presents planning principles that communities can apply to ensure their comprehensive plans facilitate sustainable development. *Sustaining Places* introduces planning themes that facilitate a livable built environment, harmony with nature, a resilient economy, equity, healthy communities, and responsible regionalism. For each of these themes, *Sustaining Places* suggests best-practice actions that help implement the theme's related goals and objectives. *Sustaining Places* also advocates planning processes that engage all segments of the community, implementation accountability, and planning policies consistent with existing community conditions and coordinated across plan themes. Planning policies should also coordinate with federal and state requirements and among other local plans within a locality's region. Using *Sustaining Places* as a guide, the Comprehensive Plan is organized around five main themes described below.

- Provide addresses common public benefits, such as parks and recreation opportunities, municipal services and public safety programs, public facilities, and institutions that serve Ardsley's community. This initiative area ensures that public health needs are recognized and addressed through provisions for

access to open space and recreation opportunities, municipal services that support safe neighborhoods, and cooperation with schools.

- Strengthen focuses on the businesses, services, trades, productive facilities, and related activities that provide jobs for Ardsley's population and contribute to the Village's economic health. Strengthen recommends ways Ardsley can support local jobs and businesses through sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets.
- Connect addresses the ways people travel to, from and around Ardsley, including driving in personal vehicles, using carpool, rail and bus transit, bicycling, and walking. Additionally, Connect considers the transportation infrastructure that facilitates or inhibits these travel modes, endeavors to address associated impacts, and recommends ways to facilitate connectivity and multi-modal transportation in the Village.
- Build encompasses the Village's physical features and land uses that help create a community where people live, work, and recreate, including Ardsley's housing, office, institutional, and other buildings; Central Business District; historic buildings; and public infrastructure and utilities. Build identifies ways these elements shall work together to provide engaging and sustainable spaces for living, working, recreating, and supporting families with a high quality of life.
- Protect discusses Ardsley's natural resources and sensitive areas, including ecosystems and habitats, wetlands, floodplains, steep slopes, and shorelines. Protect aims to protect these natural areas from degradation and reduce pollution in the Village's environment. Protect focuses on maintaining Ardsley's long-term viability by reducing the Village's carbon footprint, managing its waste, and developing Ardsley's capacity to recover quickly from catastrophic events. Protect facilitates sustainable building practices, energy and water conservation, renewable and alternative energy generation, stormwater management, recycling, and natural disaster preparedness.

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1 APA, *Sustaining Places: Best Practices for Comprehensive Plans*, PAS Report 578 (2015), <https://www.planning.org/publications/report/9026901/>

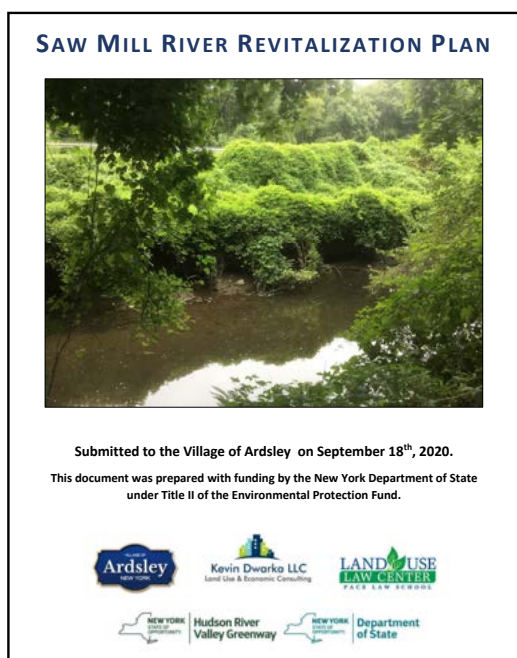
## Previous Plans

The planning process began with a review of the Village of Ardsley's existing Comprehensive Plan, which was adopted in March of 1964. Although 55 years old, much of the existing Comprehensive Plan remains relevant today. The 1964 plan noted that: "Ardsley is almost completely developed. There are no major vacant or sparsely developed areas available for intensive development anywhere in the Village," and its preamble identified five policy questions to resolve:

- Should the Village's predominant single-family house character be preserved?
- Should conversion of one- to two-family houses be encouraged in areas where two-family houses now exist?
- Should some provision be made for rental housing, particularly adjacent to the Central Business District, along major streets?
- Should the Central Business District be revitalized to provide contemporary shopping and office facilities? Should existing residential uses and other non-compatible commercial uses in the Central Business District be eliminated and the development of new uses of like nature be prohibited?
- Should the Village encourage the use of vacant areas along the northerly end of Saw Mill River Road for more limited light industrial or commercial uses or for rental housing purposes?

Some of these policy questions are still relevant today. The Comprehensive Plan addresses several of these questions again, considering the many changes the Village and region have experienced in the intervening half-century.

Additionally, the Village undertook two studies from 2019 to 2020 that informed the Comprehensive Plan – the Saw Mill River Revitalization Plan (SMRRP) and the Village of Ardsley's Market Analysis & Development Strategy. Funded by the New York State Department of State's Local Waterfront Revitalization Program and conducted by Kevin Dwarka Land Use & Economic Consulting in partnership with Pace Law School's Land Use Law Center, the SMRRP provided a long-term policy framework for managing the part of the Saw Mill River Watershed that falls within the boundaries of the Village of Ardsley. The SMRRP presented five policy goals for revitalizing the Saw Mill River in Ardsley and used the EPA's Resilience Implementation and Strategic Enhancement (RISE) Local Assessment Tool to evaluate and prioritize resiliency actions for the Village. The Village of Ardsley's Market Analysis & Development Strategy, conducted by Camoin Associates, provides the community with market and economic information to better understand market trends and support the Village's planning and decision-making processes. Goals and strategies from these reports were incorporated into the Village's Comprehensive Plan. Both the SMRRP and the Village's Market Analysis & Development Strategy are presented in the Appendix.





## Steering Committee Process & Public Engagement

The comprehensive planning process began in spring 2017 with a kick-off meeting attended by many residents. At this meeting, community members engaged in an importance and feasibility exercise, a visual preference survey to obtain feedback on physical design options, and a “SWOT” exercise to identify the Village’s perceived strengths, weaknesses, opportunities and threats.

The Village then conducted two charrettes to generate in-depth feedback from community members. The first charrette focused on traffic, parking, municipal services and infrastructure. The second charrette focused primarily on Ardsley’s Central Business District. Charrette results contributed directly to the creation of an initial list of planning goals and priorities.

The Village distributed an online survey through the Village website to provide community members who were unable to attend the public meetings the opportunity to contribute opinions and feedback. Hundreds of Village residents completed this online survey.

Ardsley evaluated all public input gathered and identified several areas where significant consensus exists throughout the community:

- The need to address traffic congestion, particularly along Route 9A.
- The lack of adequate, safe and convenient parking in the Central Business District.
- The need to improve connectivity throughout the Village.
- The need to strengthen economic vitality, diversify land uses and improve the Central Business District’s physical appearance.
- The continued maintenance of excellent Village services.

Upon completion of the initial public participation process, the Village Board appointed a 16-member Steering Committee. The Steering Committee met monthly to review individual sections of the Comprehensive Plan and to provide local focus and orientation. The Steering Committee helped develop the plan’s goals and policies and prioritized planning

recommendations for the Village Board to consider. In addition, the Steering Committee was tasked with providing background and guidance on local issues and initiatives.

The larger Village community subsequently attended a public workshop. This workshop presented results from the previous public engagement events and showcased revised Comprehensive Plan goals. This workshop also introduced a range of actions identified through the planning process that could support goal implementation. Participants provided feedback to help identify priority actions.

In 2019, the Village hired Pace Law School’s Land Use Law Center, in partnership with Skeo Solutions, Inc. and Kevin Dwarka Land Use & Economic Consulting, to provide strategic advice, editing, organization, and graphic design based on the draft plan and in accordance with best planning practices.

Based on the consultants’ work, the Village hosted a virtual public workshop in June 2020 to update residents on the Comprehensive Plan process and the plan framework. This workshop presented results from the previous public engagement events and showcased themes and the revised Comprehensive Plan goals. In September 2020, the Village conducted a joint virtual meeting for Village Board, Planning Board, and Comprehensive Plan Steering Committee members. At the meeting, consultants presented an overview of draft goals, objectives, and a sample range of actions that could support goal implementation.

## SEQRA Compliance & Plan Adoption

The Village Board completed an environmental review of the draft Comprehensive Plan under the State Environmental Quality Review Act (SEQRA) and held a formal public hearing on February 1, 2021. Prior to this, the Village Board, as Lead Agency under SEQRA, referred the draft Comprehensive Plan to Ardsley’s Planning Board and other involved and interested agencies, including the Westchester County Planning Board and adjacent municipalities, for review and comment prior to adoption. On February 1, 2021, the Village Board issued a negative declaration and adopted the final Comprehensive Plan.

# Online Community Survey

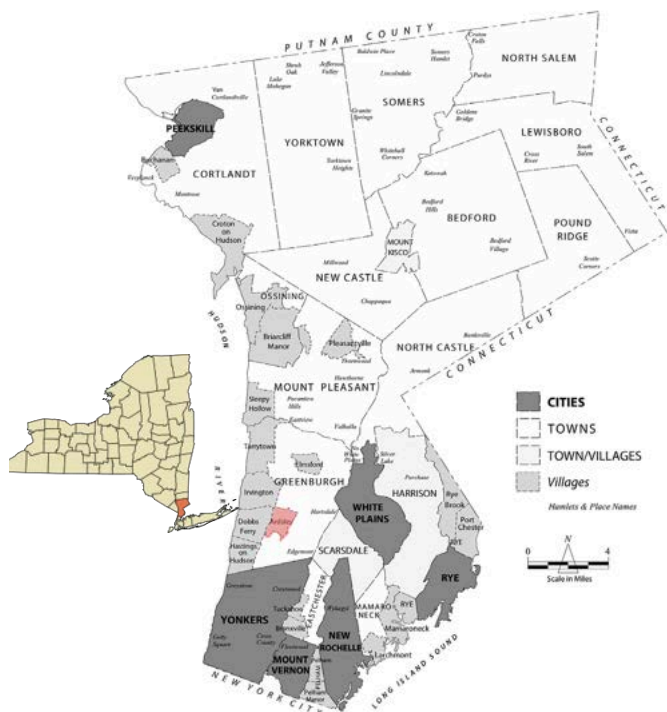
In November 2020, the Village released a series of online surveys, each based on a comprehensive plan theme. The surveys presented the draft comprehensive plan's goals for each theme and asked Village residents whether the goals captured Ardsley's vision for the next decade. Residents were then asked to select their top two priority goal areas. Close to 170 residents completed at least one of the various theme surveys. Most participants agreed that the goals captured Ardsley's vision for the next decade. Survey results, which are on file with the Village, show that participants would like the Village to prioritize the plan's goals as illustrated below.



This illustration organizes the plan's goals by theme color and shows how survey respondents ranked the goals, with longer lines indicating higher priority.

# Local Context

The Village of Ardsley is compact, covering just 1.3 square miles in the southwest portion of Westchester County. Located in the Town of Greenburgh, east of the Village of Dobbs Ferry, the Village is uniquely defined by the rivers and highways that run along its eastern and western edges, and its challenging topography. Located 22 miles north of Manhattan, the Village has excellent north/south vehicle access via the New York State Thruway (I-87), the Saw Mill River and Sprain Brook Parkways and Saw Mill River Road (Route 9A), but inter-village connectivity remains a challenge. Vehicles primarily access the Village via Ashford Avenue, Heatherdell Road, and Route 9A, with Route 9A forming the north/south corridor through the Village.



Regional Content Map

## Assets

Ardsley is a unique Village whose residents enjoy a high quality of life. The 22nd most populous municipality in Westchester County, Ardsley's population is stable, growing from 4,452 at the 2010 census to just 4,557 as of 2017. The Village's population is on average older, affluent and well-educated, and the majority of its labor force is employed in management, business, science and the arts. Beginning in the 1950s, the Village was built out with predominantly residential uses through the last century and has experienced limited infill development over the past decade. Ardsley is primarily comprised of single-family neighborhoods with some multifamily housing. A high percentage of these homes are owner-occupied and of high value. Village families are served by excellent schools in the Ardsley Union Free School District, and concern exists about whether future residential development may strain the school system and impact education quality.

Ardsley's residential areas are served by three commercial areas along the Village's western boundary: Elm Street, the Central Business District, and shopping centers on the east side of Route 9A in the Village's northwestern corner. Ardsley also enjoys superior utilities and public works services, as well as access to two major active parks, several smaller pocket parks, Westchester County's V. E. Macy Park, and the South County Trailway that serves cyclists and pedestrians. The Village also boasts a youth and community center, a variety of recreation and sports programs, a summer concert series, and several potentially historically significant buildings.



# Challenges

Despite these assets, Ardsley is challenged by underutilized commercial areas and public spaces, threatened and sensitive natural resources, and sustainability and resiliency concerns. The Central Business District and other commercial areas suffer from competition with nearby River Town communities and larger cities, a lack of retail investment, and connectivity issues within the Village itself. The Village’s commercial leasing market is anemic, and few existing major vacant properties are available for development.

A lack of connectivity with public outdoor spaces further hampers the Village’s commercial areas, discouraging pedestrian traffic and cyclists from traveling to the Village’s Central Business District and other commercial spaces. Ardsley’s main thoroughfares along Ashford Avenue, Heatherdell Road, and Route 9 are busy roads that are difficult for pedestrians and cyclists to navigate and cross. The problematic intersection at Addyman Square, in particular, creates a physical barrier to the Central Business District, and Route 9A bisects the Central Business District, representing a perceptual impediment to pedestrian circulation and connectivity. Steep topography, a lack of public parking, and limited transit access also contribute to connectivity and accessibility challenges.

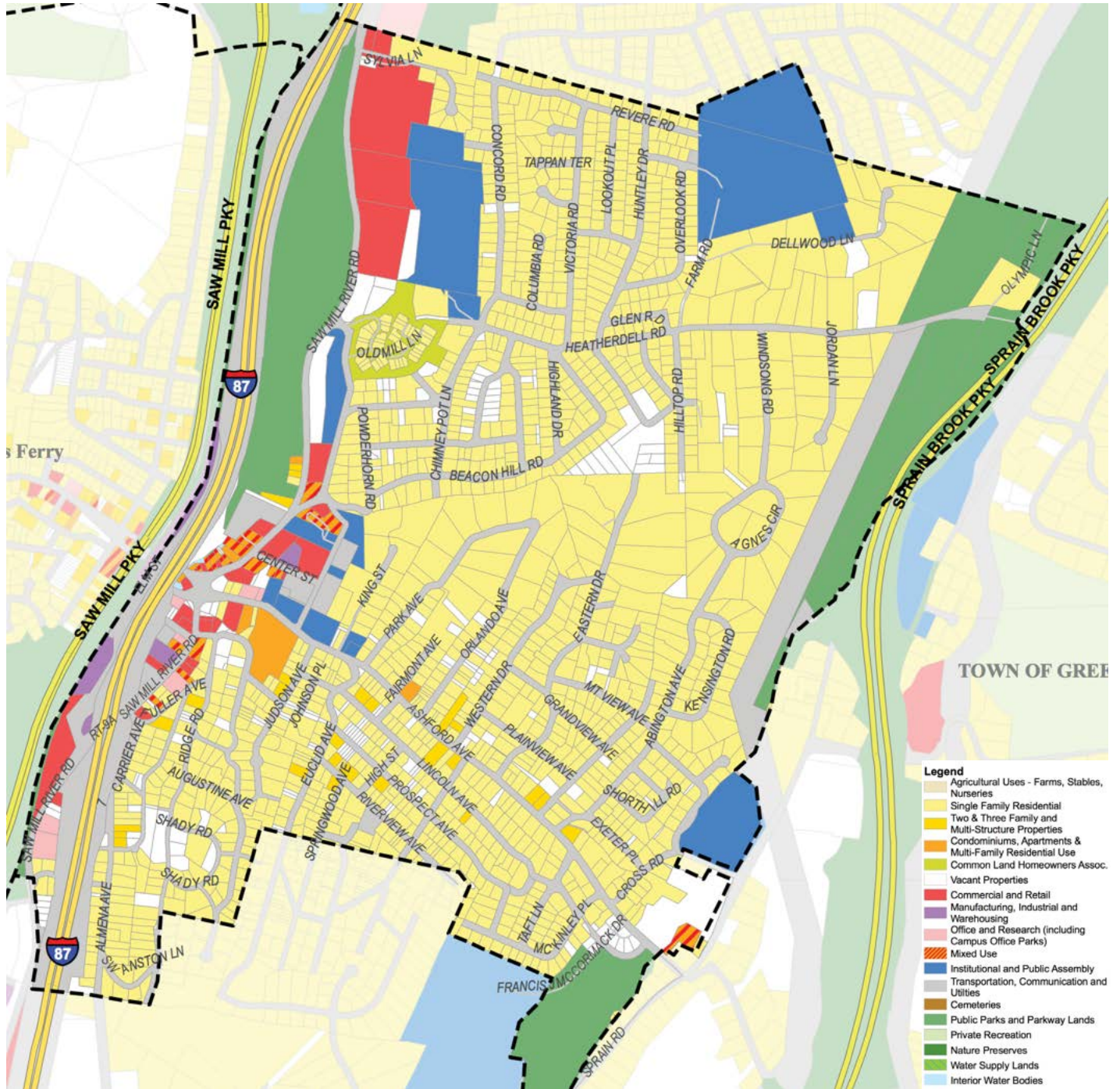
Additionally, Ardsley’s underused public realm lacks the inviting spaces and cohesive identity necessary to attract pedestrians and business patrons.

Ardsley’s natural resources also present challenges to the Village, which is situated between the Saw Mill River Valley watershed on the west and the Bronx River watershed on the east, with extensive steep slopes along two upland plateaus that border these watersheds. The Saw Mill River runs along the Village’s western boundary, the Sprain Brook runs along its eastern boundary, and two other watercourses run through Veterans Park and McDowell Park. Ardsley’s stormwater management plan, regulations, and infrastructure control polluted stormwater runoff into the rivers, which have been designated as impaired. The Village is located on a 100-year floodplain adjacent to the Saw Mill River that extends into the Central Business District, which experiences flooding impacts, while another floodplain exists in the Village’s southeast corner. Other natural resources include hardwood forest, riverine habitat, and wetlands threatened by habitat fragmentation and encroachment from non-native species. Carbon emissions from the Village’s buildings and automobiles contribute to climate change, sea level rise, and more frequent and severe storm events. Ardsley residents are aware of these environmental challenges and have been working toward becoming certified under the New York State Climate Smart Community program.



Central Business District





Source: Westchester 2025



# Vision

The Village of Ardsley's Comprehensive Plan sets out a vision and framework to enhance the Village's residential character by improving connectivity, continuing the delivery of excellent municipal services, and positioning the Village's Central Business District as an active and economically vibrant hub of Village life, while protecting and prudently managing the Village's natural resources in a resilient and sustainable manner.

This vision revolves around these five main themes:

- Provide
- Strengthen
- Connect
- Build
- Protect

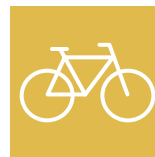
Below, each central chapter in the Comprehensive Plan is based on one of these themes and presents a set of overarching goals, or broad statements of ideal future conditions that the community desires, related to the theme. Under each goal, the plan describes a series of objectives that articulate attainable, quantifiable, intermediate-term achievements that help accomplish each goal. The plan's appendix then offers an implementation plan presenting a series of actions related to the planning themes that the Village can implement to accomplish each goal and objective. Together, these themes, goals, objectives and actions create a framework that will guide Ardsley's future activities and decision-making processes.



**Provide**



**Strengthen**



**Connect**



**Build**



**Protect**



# Provide



## EXISTING CONDITIONS

The efficient and effective provision of municipal services and successful utility operations are essential to quality of life in Ardsley. Ardsley's publicly-elected Mayor and Board of Trustees hire a professionally-trained Village Manager to oversee the delivery of public services, which are funded by a fixed annual budget appropriation. Located at 507 Ashford Avenue, Village Hall houses the Village administrative offices, court room, and police department, as well as Ardsley's administrative departments, including Building/Code Enforcement, Parks and Recreation, and Public Works. Four Village Boards make legislative and policy decisions, including the Board of Trustees, Board of Architectural Review, Planning Board, and Zoning Board of Appeals.

Currently, Ardsley offers several outdoor opportunities to recreate and gather. The Village's Department of Parks and Recreation provides a variety of recreation and sports programs for residents and students within the Ardsley School District, and the Village boasts two major active parks, McDowell and Pascone Parks. Located on Heatherdell Road in the northeast corner of the Village, McDowell Park's 13.35 acres includes four baseball fields, one tee-ball field, basketball courts, play apparatus and a picnic pavilion. This park is home to the Ardsley Little League. The 16.52-acre Pascone Park includes a playground, softball field, basketball court, four tennis courts, small soccer field, skatepark, grass volleyball area and picnic tables.

A gazebo hosts summer concerts. Additionally, six pocket parks are located in the Village, including several that offer seating areas, seasonal planters, and other pedestrian amenities. In addition to the parks owned and operated by the Village, approximately 29 acres of the 172-acre V.E. Macy Park, owned and operated by the Westchester County Parks Department, is located along the west side of Route 9A, in the northwest corner of the Village. The portion of this park in Ardsley contains two baseball fields, two soccer fields, a basketball court and a large picnic pavilion. The Saw Mill River runs along the Macy Park's western boundary, and the South County Trailway, a 14.1-mile paved bicycle and pedestrian path that follows the New York Central Railroad's right-of-way, is located along



Ardsley Fire Department





the western edge of the Village, and can be accessed from the end of Elm Street. It stretches from Van Cortland Park in New York to Eastview area of Mount Pleasant in the north.

The Village of Ardsley Department of Parks and Recreation also operates the Thelma Zimmer – William Van Dorn Youth and Community Center, located at 18 Center Street. This facility provides indoor recreational amenities, a kitchen, and is available for the public to rent. The Department's recreation programs vary throughout the year and include the Ardsley Youth Basketball, Red Bull Pee Wee Soccer, tennis clinics and lessons, adult exercise classes and basketball, Movies in the Park, Ardsley Day, garage sales, annual holiday events, Halloween Festival, programming for seniors, a defensive driving course, afterschool programming for children, and art programming. The Village's new Multicultural Committee aims to raise and foster community awareness of diversity and multiculturalism. Additionally several private recreational organizations and facilities operate within the Village, including the Ardsley Day Camp, Ardsley Little League, AYSO Soccer, United Martial Arts Center, Title Boxing Club Rev Cycle, Club Pilates, NY Dance Center, and House of Sports, which is a 120,000-square foot Olympic style training complex that is home to the region's leading basketball, baseball and lacrosse training academies, where over 2,000 athletes train on a weekly basis.

The Village's two large parks (McDowell and Pascone) encompass 30 acres of parkland, which would comply with the low end of the standard. When the Village's pocket parks and Westchester County's Macy Park are included,

Ardsley exceeds the high end of the standard. Despite this, many of Ardsley's public spaces are underutilized, especially those within the Central Business District, and the Village's outdoor spaces and trails are disconnected from each other, discouraging pedestrian traffic and cyclists.

Ardsley enjoys a reputation for access to educational excellence. The Ardsley Union Free School District serves the Village of Ardsley, along with portions of the Village of Irvington, the Village of Dobbs Ferry and the unincorporated portion of the Town of Greenburgh. The highly-regarded school district operates three schools: Concord Road Elementary School, Ardsley Middle School, and Ardsley High School. According to the New York State Department of Education, the 2016-2017 district-wide enrollment was 2,097. Enrollment in the district peaked in 2004 and then declined until 2013, at which point enrollments began to rise again. Local concern exists over whether additional residential development in Ardsley could strain the school district's capacity and impact the quality of education it offers.

Ardsley residents enjoy superior utilities and public works services. Potable water is supplied to the entire Village of Ardsley by Suez Westchester District 1 (formerly United Water of New Rochelle). Suez purchases all of its water from the New York City Water Supply System, which provides exceptionally high-quality water, through an elaborate system of reservoirs, aqueducts and tunnels that relies almost entirely on gravity to transport water from upstate sources to customers in Westchester County and New York City. The water distribution system consists



McDowell Park



Pascone Park





of water mains and individual lateral connections that are present throughout the Village. The Village lies within two separate sewer districts, the Bronx Valley Sewer District Sewer to the east and the Saw Mill Sewer District to the west. Sanitary sewer lines from both districts ultimately connect to the Yonkers Joint Treatment Plant where treatment occurs. The Village of Ardsley Department of Public Works collects solid waste and recyclables throughout the Village. Trash, paper recycling and commingled glass, metal and plastic are collected separately. The Department of Public Works also provides special curbside collection of bulk waste, bulk metal, yard waste, autumn leaf collection and Christmas tree collection. Solid waste collected in the Village is ultimately transported to the Charles Point Waste-to-Energy Facility in Peekskill where it is incinerated, creating thermal energy that generates electricity. Recyclables are transported to the Material Recovery Facility (MRF) in Yonkers where materials are processed and sold to recycling markets.

Consolidated Edison (Con Ed) provides and maintains a natural gas distribution system throughout the Village. Con Ed supports and facilitates conversions from traditional fuel sources to generally more efficient natural gas service. The recently-enacted moratorium on new connections to the gas distribution system will impact new development, potentially by limiting development or forcing the utilization of less efficient fuel sources. Con Ed also provides electric service throughout the Village from its overhead transmission and distribution lines suspended from telephone poles generally located within the Village's rights-of-way. Utility lines remain primarily above ground where they are vulnerable to the elements, especially during major storm events.

## VISION FOR ARDSLEY IN 2030

The strategies in Provide aim to ensure the Village's fiscal health and support public benefits, including parks and recreational spaces, municipal services, and other programs that serve Ardsley's community. The Village can maintain its economic health through sound fiscal policies, comprehensive planning and related municipal code amendments, new funding opportunities, and pragmatic facility upgrades. Local actions like a local food program will support public health in Ardsley, as will improved municipal parks, recreational facilities, and other public spaces where Village residents can gather and recreate. Careful coordination with the local school district will maintain high-quality educational opportunities for Ardsley residents, and dependable maintenance of municipal services and infrastructure will ensure residents' and local businesses' basic needs are met.



Children at Holi celebration



## Goals

### **1a. STRIVE FOR EXCELLENCE, EFFICIENCY, COST EFFECTIVENESS, AND SOUND FISCAL HEALTH IN VILLAGE GOVERNMENT AND MUNICIPAL SERVICES**

To ensure the Village's economic health, Ardsley can make practical and efficient adjustments to the Village's government and municipal services. Pragmatic actions in support of Ardsley's municipal fiscal health include practical fund balance policies, up-to-date comprehensive planning and associated municipal code amendments, and pursuit of grant funding and regional partnerships to extend Village capacity. Prudent upgrades and adjustments to Village facilities, as well as staff development and volunteer opportunities, will also support Ardsley's economic health.

### **1b. ENSURE THAT ARDSLEY IS A HEALTHY PLACE TO LIVE AND WORK**

Implementing measures that facilitate healthy lifestyles will improve public health in Ardsley. To achieve this, the Village can integrate public health considerations into its plans and engage local public health organizations in planning efforts. Ardsley also could adopt policies and regulations that facilitate accessible residential neighborhoods, create attractive public gathering spaces, and implement local food initiatives.

### **1c. PROVIDE SAFE, ATTRACTIVE, ACCESSIBLE AND WELL-MAINTAINED PARKS AND RECREATIONAL FACILITIES TO SERVE RESIDENTS OF ALL AGES AND PHYSICAL ABILITIES**

Improvements to municipal parks and recreational facilities that make them safer, more appealing, and accessible will ensure all Village residents benefit from public spaces. To achieve this, the Village can prioritize funding for recreational assets, restore and interconnect the Ardsley's public parks, create new and renovate existing public recreational spaces and facilities, re-establish and improve public access to the river, and develop recreational programming.

### **1d. MAINTAIN EXCELLENT EDUCATIONAL EXPERIENCES**

By taking steps to aid the Ardsley Union Free School District, the Village will preserve the area's reputation for educational excellence. School supportive actions include coordinating with the school district, as appropriate, to strengthen educational experiences and to address impacts from new residential development.

### **1e. ENSURE THE VILLAGE HAS ACCESS TO SAFE, RELIABLE AND ADEQUATE INFRASTRUCTURE/UTILITY SYSTEMS**

Ardsley can support Village residents and businesses by continuing to provide dependable municipal services. Actions that facilitate municipal services include evaluating, upgrading, maintaining and financing crucial infrastructure. Ardsley can further support municipal services through proper evaluation of capacity needs for new development, ensuring those needs are met, and installing underground utility lines as feasible. In alignment with sewage management policies established by the Westchester County Department of Environmental Facilities, the Village also will require mitigation measures to offset increased sewage flows from new development.



# Strengthen



## EXISTING CONDITIONS

At just over one square mile in size, Ardsley is a compact Village with a unique character and a high quality of life. With a median household income significantly higher than regional averages and comparable adjacent municipalities, Ardsley is an affluent community supported by a stable, predominantly single-family residential housing market. Ardsley also enjoys a reputation for high-quality schools, which creates high housing demand within the Village and School District. Notwithstanding these assets, the Village's Central Business District and other commercial areas remain underutilized, as is the Village's public realm, and many developers and investors are unaware of Ardsley's development opportunities.

Despite significant spending potential for local retail and commercial investment, Ardsley's Central Business District suffers from a lack of retail investment and gaps in commercial offerings, with local demand "leaking" out of the Village into neighboring market areas. The current leasing market in Ardsley is weak, with a limited number of individual properties finding success via significant marketing. This is true in the Central Business District, as well as within the Village's two shopping centers. Retail challenges include competition from regional shopping malls, strip retail on Central Park Avenue, and competing regional historic downtowns. Additionally, the Village has few existing major vacant properties available for development.

Despite these challenges, existing high local demand for activity-based commercial businesses, significant local spending power, and local and regional demographics could support new investment in retail businesses under the right conditions.

Ardsley's public realm is also underutilized and ill-defined. Spaces within the public realm are not heavily used due to seemingly uninviting spaces and a lack of active management. Public spaces are also disconnected and lack a cohesive identity, and Addyman Square is primarily used for parking. Ardsley also struggles to market itself to potential investors and developers. Prospective developers sometimes lack the guidance, incentives, and regulatory environment that they require to proceed with a development concept. Also, past conflicts have left an impression that it is difficult to complete development projects within the Village, impeding redevelopment opportunities.





Coffee with a cop

## VISION FOR ARDSLEY IN 2030

Strengthen aims to support Ardsley's economic health through strategies focused on revitalizing problem properties, supporting local businesses, and activating Village assets that can contribute to economic development. Through flexible zoning and vacant property regulations, development partnerships, and fast-tracked priority projects, Ardsley can facilitate revitalization of the Central Business District and support businesses that offer employment opportunities and essential goods and services to Village residents. A focused marketing campaign with professional branding for the Central Business District, effective use of Village assets, and targeted support for local businesses and underutilized properties will draw new development, enterprises and residents to Ardsley.





## Goals

### **2a. PURSUE AN ECONOMIC DEVELOPMENT STRATEGY FOR THE CENTRAL BUSINESS DISTRICT THAT HELPS TO ACTIVATE UNDERUTILIZED PROPERTIES AND PROVIDES THE COMMUNITY WITH ENHANCED ACCESS TO DESIRED GOODS, SERVICES AND CULTURAL ACTIVITIES**

Redevelopment of Ardsley's underutilized and vacant properties will transform the Village's Central Business District into a vibrant place that offers Village residents more jobs, housing, and community-serving businesses. An effective economic development strategy will encourage significant methods for stimulating redevelopment, including adoption of flexible zoning code standards, regulatory requirements for vacant properties, increased public school capacity, and partnerships with private developers and other entities.



Preliminary design concepts for parking garage behind Starbucks (top) and Addyman Square (bottom)

To prioritize projects that help revitalize problem properties, Ardsley can carefully guide applicants through the Village's streamlined review and approval process.

### **2b. GROW THE VISIBILITY OF THE VILLAGE THROUGH BRANDING, MARKETING, OUTREACH AND PROMOTIONAL EFFORTS**

A new branding and marketing campaign will attract new residents, businesses, developers and investors to the Village. Ardsley can grow Village visibility through professional brand development for the Central Business District, main street revitalization, and promotional opportunities for local businesses. Other opportunities include publicizing priority redevelopment sites and activating the Village's public venues for events.

### **2c. PROMOTE PARTNERSHIPS AND EFFECTIVE COMMUNICATION BETWEEN COMMUNITY LEADERS AND THE BUSINESS COMMUNITY TO SUPPORT LOCAL BUSINESSES AND FACILITATE ECONOMIC DEVELOPMENT AND REVITALIZATION**

By facilitating collaborations with the business community, Ardsley will help revitalize the Village's Central Business District. Economic development opportunities include a downtown advocate liaison, a new merchant association, and donations or sponsorships for public improvements in the Central Business District.

### **2d. FOCUS ON SPORTS, FITNESS AND HEALTH AS AN ECONOMIC DRIVER**

The Village can actively work to capitalize on its assets and opportunities in sports, fitness and health as an economic development strategy, including through youth and other sports events, trail-oriented businesses, indoor sports venues, fitness-oriented establishments, and health care/wellness services. Ardsley's marketing initiative will highlight these assets to further drive economic development.





# Connect



## EXISTING CONDITIONS

On the west, the Saw Mill River Parkway, and Interstate 87 connect Ardsley to the surrounding municipalities of Irvington, Dobbs Ferry, and Hastings-On-Hudson. On its eastern border, Ardsley is connected to Elmsford and Greenville by the Sprain Brook Parkway and Interstate 287. South of Ardsley, these freeways also connect the Village to the Hudson Valley and the New York City metropolitan region. Vehicles primarily access the Village via Ashford Avenue, Heatherdell Road, and Route 9A, with Route 9A forming the north/south spine through the Village. Interstate 87 also provides access to Ardsley, northbound via the exit 7 ramp to Route 9A, a heavily-traveled route from the south. New York State Department of Transportation (NYSDOT) traffic volume, speed, and classification data indicate that Ashford Avenue, Heatherdell Road, and Route 9A all experience significant levels of traffic, including bus and truck traffic. The confluence of truck traffic along Ashford Avenue and Route 9A in the Central Business District often creates traffic delays, circulation impediments, and significant safety concerns for pedestrians and cyclists. Ardsley's primary intersection at Ashford Avenue and Route 9A, with Addyman Square situated on its northwest edge, also experiences traffic challenges. This intersection has a history of problematic levels of traffic activity, accident experience, and capacity constraints, all generally associated with its horizontal and vertical geometric alignments, roadway approach widths, and proximity of curb-cuts.

Within Ardsley's Central Business District, there are approximately 920 parking spaces. However, the vast majority of these spaces are located on private property, including commercial establishments and private residences. With less than 200 publicly-available spaces including metered, non-metered, and on-street spaces, the Village's Central Business District is not fully accessible to its residents and visiting patrons.

Ardsley's transit system consists of The Bee-Line System, a bus system administered by the Westchester County Department of Public Works and Transportation, several Metro North rail stations located outside of the Village, and a para-transit service.



Existing South County Trailway





Five Bee-Line bus routes enter Ardsley through the Route 9A and Ashford Avenue intersection, and three of these routes stop at only one location in Ardsley. The nearest Metro-North train stations include the Dobbs Ferry, Ardsley-on-Hudson, and Hastings-on-Hudson Stations on the Hudson Line, which are all located between two and three and a half miles from the Ashford Avenue and Route 9A intersection in Ardsley. The Hartsdale and Scarsdale Stations on the Harlem Line are also approximately three and a half miles from Ardsley's center. Westchester County provides a para-transit service for approved elderly and disabled persons, the demand for which is anticipated to increase due to the increasing senior population in Ardsley.

The Village's pedestrian and trail network serves Ardsley's Central Business District but lacks complete connectivity between destinations both within the district and among adjacent areas. The Saw Mill River Road, New York State Route 9A, bisects the eastern and western side of the Central Business District, challenging safe pedestrian movement across the roadway, and separates the district from the Village's residential areas. Although sidewalks are located throughout most of the Central Business District, along Ashford Avenue and Heatherdell Road, as well as along several other stretches of local roads, the Central Business District lacks continuous pedestrian activity loops, forcing reliance on automobile trips. Pedestrians typically do not gravitate to Ardsley's public spaces. Although the Village's Library is a well-designed, activated public space with the lovely, small Floyd Lichtenberg Park and a picturesque bridge at its entrance, other public spaces within the Central Business District are more often disconnected and not heavily used. Addyman Square is predominantly used for parking. Walk Score, a website that assigns walkability ratings for communities, has assigned Ardsley a walk score of 69 out of 100, indicating it is a "somewhat walkable" community. Also, while the South County Trailway is located along the Village's western boundary, bicycling infrastructure in Ardsley is limited. No designated bike paths or lanes exist in the Village. The Village's narrow roadways and hilly terrain makes the provision of a safe and convenient bicycle network a challenge.

## VISION FOR ARDSLEY IN 2030

The strategies in Connect will facilitate multimodal travel within and beyond Ardsley, as well as the transportation infrastructure necessary to support alternative modes of transportation within the Village, including transit, bicycling, and pedestrian traffic. Improved and better-connected sidewalks and trail systems in Ardsley will offer safe ways for pedestrians to commute throughout the Village, while bicycle facilities and lanes will enable cyclists to safely ride to their destinations. Pedestrian amenities like streetscape improvements and enhanced crosswalks will further increase walkability within the Village. A strategy to increase access to transit in Ardsley through enhanced service will further encourage alternative transportation modes and help reduce the environmental impacts associated with automobiles. Measures to protect important road features and increase road safety through traffic calming measures will preserve the character of Ardsley's roads while reducing automobile related accidents. Finally, increased parking access in the Village with parking infrastructure located away from the public realm will ensure that off-street parking necessary to support local businesses does not impede walkability within the Village's Central Business District.



## Goals

### 3a. ENHANCE SIDEWALK CONDITIONS, TRAIL ACCESS, AND PEDESTRIAN CONNECTIVITY TO DESTINATIONS WITHIN THE VILLAGE

Coordinated multi-modal improvements in the design and operation of Ardsley's circulation system will provide Ardsley residents and visitors with greater accessibility to the Village's Central Business District, waterfront, parks, and major community institutions. Improved sidewalks, expanded trail systems, and bike amenities will not only give residents greater choices on the way they travel within the Village but also will improve personal safety, reduce the potential for travel accidents, and reduce the environmental impacts from automobile dependency. Core opportunities for physical improvement include application of complete streets concepts to Route 9A and enhanced pedestrian connections within Macy Park. Streetscape improvements, wayfinding signage, and traffic signal changes are other ways the Village can improve the pedestrian realm.

To ensure that sidewalk and bicycle improvements are not only prioritized but also implemented in a coordinated fashion, the Village will undertake a pedestrian and bicycle plan that identifies key network gaps, suggests new regulations, presents design solutions, and inventories potential funding opportunities for enhancing non-vehicular infrastructure. This plan should be coordinated with Westchester County to ensure that it includes strategies for creating connections to the South County Trailway and enhancing pedestrian circulation within Macy Park. As part of this initiative, the Village also will have the opportunity to consider new policies, such as mandatory bicycle parking at new developments and complete streets regulations, especially for the Village's downtown.

### 3b. EXPAND PARKING OPPORTUNITIES IN THE CENTRAL BUSINESS DISTRICT

Increased access to public parking in Ardsley's Central Business District will provide Ardsley businesses with the parking infrastructure necessary to attract patrons and drive revenue.

Placing these parking spaces away from the pedestrian realm and implementing measures to reduce parking demand can help preserve a walkable streetscape through fewer disruptions to the pedestrian realm and the decreased visual dominance of automobiles. Actions that support more parking in appropriate places include structured parking, locating off-street parking away from major street frontage, and reduced off-street parking requirements for development projects that reduce parking demand through techniques like shared parking and transportation demand management plans.

### 3c. IMPROVE TRAFFIC CONDITIONS AND SAFETY THROUGHOUT THE VILLAGE

By implementing measures that protect local road character, reduce automobile traffic, and increase road safety, Ardsley will preserve existing road features and create safer, pedestrian friendly streets that experience fewer travel accidents.

Ardsley can achieve this through construction standards that protect important road features, as well as traffic calming measures, such as roundabouts and controlled intersections, that reduce traffic speed along busy roads and within the Central Business District. A strategic by-pass along Route 9A also would help improve and preserve traffic safety in Ardsley.

### 3d. EXPAND MOBILITY OPTIONS

Increased access to mass transit, including shuttle and bus service, can encourage pedestrians and bicyclists, reduce impacts on Ardsley's road infrastructure, and reduce carbon emissions within the Village. Ardsley will facilitate mass transit by working with regional and local agencies to increase transit stops, amenities and service throughout the Village. In addition to enhancing mass transit services, the Village will also explore ways of expanding local mobility through ride-hailing applications and demand responsive shuttles.





# Build



## EXISTING CONDITIONS

A hilly, one-square-mile Village, Ardsley is a predominantly residential community in lower Westchester County, defined mainly by single-family neighborhoods sandwiched between the Saw Mill River and Sprain Brook. Ardsley's historic center anchors the Village's west side with civic and commercial institutions, while a mix of stores, restaurants and neighborhoods line Route 9A. By far, residential uses are the most dominant land use type in Ardsley, comprising 413.35 acres. Single-family uses overwhelmingly dominate, accounting for over 97 percent of all residential uses, while only three percent of housing in Ardsley is multifamily. The Village offers some rental and market-rate condo units.

Ardsley's three commercial areas line the Village's western boundary along the Route 9A corridor. These areas include businesses along Elm Street, the Central Business District centered around the Ashford Avenue/Route 9A intersection, and shopping centers on the east side of Route 9A in the Village's northwestern corner. Just over three percent of the Village, 26.85 acres, is devoted to commercial and some retail uses. Ardsley's zoning has shaped these land use patterns. Approximately 90 percent of the Village is residentially-zoned, allowing primarily housing and compatible non-residential uses, while Ardsley's three business districts allow non-residential uses.

Although Ardsley has no sites on the State and National Registers of Historic Places, a Westchester County

## VISION FOR ARDSLEY IN 2030

Build identifies strategies Ardsley can implement to strengthen the Village's land uses and physical features that help create a community where people love to live, work and recreate. To preserve the Village's unique residential neighborhoods, Ardsley can maintain existing residential zoning districts, as appropriate, and facilitate revitalization of existing housing. To create more dynamic commercial areas, the Village can amend underlying zoning to expand permitted uses, including residential uses in the Central Business District, allow increased development density where appropriate, and require uniform building design that complements existing character. Ardsley can also take steps to protect its existing historic and cultural resources and transform its public realm into attractive, frequently-used spaces that host a variety of public events.

Department of Planning inventory conducted in the 1980s determined whether any Village buildings warranted listing on the National Register. An initial survey determined that 81 buildings in Ardsley meet the criteria for further analysis. Of these 81 properties, 54 were not eligible for listing, 22 properties were "undetermined," and five properties were found to be potentially eligible for listing on the National Register, all located on Ashford Avenue.



## Goals

### **4a. ADOPT ZONING CHANGES, DESIGN REGULATIONS, AND PHYSICAL IMPROVEMENTS THAT HELP TRANSFORM THE CENTRAL BUSINESS DISTRICT INTO A WALKABLE MIXED-USE NEIGHBORHOOD SUPPORTING A WIDE RANGE OF RETAIL EXPERIENCES, AN ATTRACTIVE COMMERCIAL ENVIRONMENT, AMPLE SPACE FOR COMMUNITY ACTIVITIES, AND STRONG CONNECTIONS TO THE RIVERFRONT AND SURROUNDING NEIGHBORHOODS**

Ardsley's Central Business District can become a more attractive, walkable neighborhood with mixed uses, more retail, appealing public spaces, and better connectivity to other Village destinations through careful regulatory and physical enhancements. To accomplish this, Ardsley could evaluate and amend underlying zoning to expand permitted uses, allow appropriate building dimensions and density, and require building design that harmonizes with the Central Business District's existing character. Improvements to the public realm, including the creation of appealing gateways to the Central Business District, would attract patrons. Updated commercial signage regulations will support local businesses.

### **4b. ENHANCE THE PUBLIC REALM TO BE MULTIFUNCTIONAL, TO ACCOMMODATE A RANGE OF USERS OF VARIED AGES, ABILITIES, AND CULTURES, AND TO RESPOND TO DAILY, WEEKLY, AND SEASONAL USE PATTERNS**

Ardsley's public spaces will become more inviting and functional if the Village modifies them to support a diverse array of users and use patterns. The Village can accomplish this by developing a conceptual plan to transform Addyman Square and redesigning existing parks and public spaces to offer more attractive pedestrian amenities and accommodate a variety of public events. Supportive actions include prioritizing funding for public spaces, seeking outside financial support, incorporating

activities that raise revenue, creating a Business Improvement District for the Central Business District, and adopting a façade improvement program.

### **4c. PRESERVE AND ENHANCE THE VILLAGE'S RESIDENTIAL NEIGHBORHOODS TO MAINTAIN THEIR STABILITY, VALUE AND CHARACTER**

Preservation of the Village's existing residential neighborhoods will protect the Village's unique character and desirability. The Village can safeguard existing housing by enforcing its building code and retaining existing zoning districts while amending their bulk requirements as necessary after a review of variance requests. Policies and regulations that encourage revitalization of current housing will enhance Ardsley's residential neighborhoods.

### **4d. DIVERSIFY HOUSING OPPORTUNITIES TO INCREASE HOUSING AVAILABILITY AND AFFORDABILITY AND TO GENERATE NEW CUSTOMERS FOR THE VILLAGE'S BUSINESSES**

Expansion of the type of housing available in the Central Business District increases access to housing for seniors and young adults and supports local businesses. Ardsley can amend underlying zoning to allow denser, mixed-use infill development and require developers to complete analyses that identify a proposed project's impact on local schools. As Ardsley amends its zoning code, the Village could consider several mechanisms for increasing the supply of affordable housing in the Ardsley's downtown, including more flexible mixed-use land use regulations allowing for a wide variety of housing types, density bonuses for new developments that provide a higher number of affordable units than required, a more expansive inclusionary housing program, reductions in parking requirements for new developments, incentives for micro-units, and streamlined land use approval processes for affordable housing developments.



#### **4e. ADEQUATELY PROTECT HISTORIC AND CULTURAL RESOURCES TO PRESERVE ARDSLEY'S UNIQUE CHARACTER, HERITAGE, AND IDENTITY AND TO BENEFIT FUTURE GENERATIONS**

Taking steps to safeguard the Village's historic and cultural assets maintains the Village's distinctive charm. Ardsley can inventory all its historic features, review currently unprotected historical properties and assess their eligibility for protection, ensure any zoning amendments adequately protect the Village's historic and cultural assets, and find ways to accentuate these features.

#### **4f. IMPROVE THE NORTHERN ROUTE 9A SHOPPING CENTERS AND ENCOURAGE NEW DEVELOPMENT ALONG THEIR FRONTAGE**

Improvements to the shopping centers along Route 9A could foster new commercial development. Ardsley will facilitate improvements by amending zoning to permit new retail uses, allow additional building height, require screening for parking facilities, and include design standards that enable a unified design aesthetic across the shopping centers.



Existing Westchester Garage site (top), Preliminary design concept for Westchester Garage (bottom)



# Protect



## EXISTING CONDITIONS

Ardsley's sensitive natural resources and areas include steep slopes, water bodies, floodplains and wetlands, and natural habitat and wildlife. The Village's topographic characteristics give rise to fairly extensive steep slopes along the shoulders of two upland plateaus, bordered by the Saw Mill River Valley watershed on the west and the Bronx River watershed on the east. The Village is bisected by these two watershed drainage divides.

The Saw Mill River enters the Village beneath the Saw Mill River Parkway at Macy Park where it traverses the Village's western boundary for approximately 1.3 miles. The Sprain Brook, which runs for approximately 1.1 miles along the entire eastern boundary of the Village, is a tributary of the Bronx River. Two watercourses that originate southeast of Ardsley High School and run through Veterans Park and McDowell Park feed the northern portion of the brook. New York State Department of Environmental Conservation (DEC) has identified the Saw Mill River as being impaired due to contaminated sediment and the presence of chlordane and storm drain discharges containing floatables, phosphorus and pathogens. The Sprain Brook has been identified as impaired due to low dissolved oxygen and pathogens resulting from storm drain discharges.

Because Ardsley is a Municipal Separate Storm Sewer System (MS4), it must comply with the U.S. Protection Agency's (EPA) Phase II Stormwater Management Program, which requires Ardsley to implement practices

that control polluted stormwater runoff into the Saw Mill River and Sprain Brook. In 2003, the Village of Ardsley adopted a Stormwater Management Plan that presents Minimum Measures the Village takes to reduce polluted stormwater, including public outreach and education, public participation, detection and elimination of illicit discharge, construction site erosion and sedimentation control, post-construction stormwater management, and pollution prevention for municipal operations. Ardsley addresses stormwater by updating its management plan in accordance with EPA requirements and by inscribing specific procedures and penalties within Village code. Additionally, the Village Highway Department maintains 597 catch basins and storm drains, and two large stormwater detention treatment facilities. Ardsley is a member of Westchester County's Saw Mill and Bronx River Advisory Boards, which coordinate the watershed management activities of 11 municipalities.

Ardsley also sits atop a 100-year floodplain, where there exists a one percent chance of Annual Flood Hazard. The floodplain is adjacent to the Saw Mill River, extending approximately to the western edge of Route 9A and encompassing a significant portion of the Central Business District. The Village's southeast corner along the Sprain Brook is also situated in the floodplain. Flooding along the Saw Mill River is a persistent occurrence and has significantly impacted the Village's Central Business District. Tropical Storm Floyd, which occurred in





September of 1999 and produced over a foot of rain over a 24-hour period, is the current flood of record, considered a 125-year recurrence interval. In the late 1980s the U.S. Army Corps of Engineers (Army Corp) undertook a flood control project that stabilized the streambank with rip-rap, constructed a 1,160-foot wall along the east bank of the River that ties into the Croton Aqueduct headwall, and created two detention basins that treat stormwater. The Army Corp continues to monitor the flood control project, which DEC manages and the Village maintains. Ardsley also requires flood development permits for land development activities in the Village's special flood hazard area.

The Village is home to vestigial remnants of the Successional Southern Hardwood Forrest terrestrial community that reclaimed the landscape after initial agricultural use of the land. Over time, residents have augmented their properties with introduced landscaping, often including exotic or non-native species. The resulting array of trees and plants throughout the Village is quite diverse. The areas along the Saw Mill River and Sprain Brook support riverine communities surrounded by adjacent palustrine wetland systems with hydric soils that are seasonally or periodically flooded, the largest of which is located in the northeast corner of the Village along the Con Ed Utility Transmission Lines.

Ardsley's developed land use pattern has disturbed and fragmented existing habitats, reducing or eliminating range, forage, and habitat for indigenous wildlife species. Village wildlife include species habituated to suburban landscapes, such as white-tailed deer and raccoon. Wooded neighborhoods throughout the Village offer habitat for common bird species such as blue jay and American crow, and the floodplain offers habitat for species such as Canada goose, great blue heron, and amphibian and reptile species. Between 1989 and 2013, several biodiversity studies inventoried species found throughout the Saw Mill River watershed.

The Village's sensitive natural areas and resources are additionally impacted by carbon emissions from buildings and automobile use within Ardsley, which contribute to climate change, sea level rise, and more frequent and severe storm events. According to the New York State Energy Research and Development Authority's 2012 Mid-Hudson Regional Greenhouse Gas Emissions Inventory, in 2010 Ardsley emitted approximately 45,975 metric tons

of carbon dioxide equivalent across the following energy consumption sectors: stationary (residential, commercial, and industrial), mobile, solid waste, wastewater treatment, industrial processes, agriculture, and energy supply. In 2010, Ardsley adopted a resolution pledging to become certified under the Climate Smart Community program by implementing local initiatives that mitigate and adapt to climate change.

## VISION FOR ARDSLEY IN 2030

Protect aims to preserve Ardsley's natural resources and sensitive areas from degradation, reduce pollution in the Village's environment, and maintain Ardsley's long-term viability by facilitating sustainable practices, such as reducing carbon emissions, managing waste, and increasing the Village's capacity to recover quickly from catastrophic events. Ardsley can promote conservation of its natural resources through public education efforts and implementation of best practices for floodplains, wetlands, and native habitats. To reduce stormwater runoff, Ardsley can install and encourage green infrastructure. Initiatives to mitigate automobile use can reduce carbon emissions and pollution associated with vehicle miles travelled. Street tree preservation and native landscaping can help keep pedestrians and buildings cool and save water, while sustainable municipal practices, such as energy efficiency and waste reduction methods, can reduce Ardsley's impact on its environment and climate. Green building and development practices can reduce carbon emissions and help improve quality of life in the Village, and water conservation techniques can reduce impacts on Ardsley's water supply. Finally, Ardsley can reduce its natural disaster risks, including storm surge associated with sea level rise, through resiliency planning, flood control management activities, and improvements to vulnerable infrastructure and buildings.



## Goals

### **5a. ADOPT BUILDING AND DEVELOPMENT PRACTICES THAT ARE ENVIRONMENTALLY RESPONSIBLE AND RESOURCE EFFICIENT**

Implementation of green building and development practices in Ardsley will reduce associated environmental and climate impacts, preserve natural resources, and improve the community's quality of life. To achieve this, Ardsley could amend its building code to require green building practices or provide incentives that encourage these practices. New developments can be required to implement measures that reduce flooding and protect native habitat and steep slopes. Additional helpful actions include code amendments to facilitate renewable energy systems and coordination of the Village's green building and development efforts with watershed management plans.

### **5b. ADOPT SUSTAINABLE MUNICIPAL PRACTICES**

Ardsley can reduce the Village's impact on its environment and climate by adopting and encouraging approaches that use fewer natural resources, consume less energy, and reduce carbon emissions, pollution, and waste. Implementation of energy efficiency and renewable energy technologies, zero-emission vehicles, sustainable landscape management, and waste reduction practices will reduce emissions and waste from municipal facilities, operations, and maintenance practices. Other supportive actions include engaging the community in planning efforts, facilitating and encouraging private adoption of similar practices, sustainably deploying Ardsley's infrastructure, minimizing development pressure on green spaces, and continuing to pursue Climate Smart Community certification.

### **5c. PLAN FOR RESILIENCY AND STRENGTHEN THE VILLAGE'S ABILITY TO RESPOND TO, ENDURE, ADAPT TO, AND REBOUND FROM CATASTROPHIC EVENTS**

Planning for resiliency will reduce Ardsley's vulnerability to future natural disasters, including risks to municipal facilities and resources posed by sea level rise and coastal storm surge flooding. Ardsley can increase the Village's resiliency by continuing its flood control project and flood risk management activities and engaging in emergency, disaster, and hazard planning, including developing vehicular escape routes. Additionally, Ardsley could improve and protect the Village's vulnerable infrastructure, such as by adding back-flow devices on sewer lines, ensure critical Village facilities have adequate emergency systems and infrastructure in place, and encourage vulnerable, private development to similarly incorporate emergency building systems. Other supportive actions include a tree management program that reduces risks associated with dead trees, floodplain management training and certification for municipal staff, and identification of funding for risk-reducing activities.

### **5d. INCREASE PUBLIC AWARENESS AND UNDERSTANDING OF NATURAL RESOURCES AND ENVIRONMENTAL CONSERVATION MEASURES**

Programs that raise local awareness build support for conservation of the Village's environmental and natural resources. Effective environmental education activities include pollution prevention and watershed outreach events, as well as programming for local public schools. The Village can disseminate resources that present environmental best practices, including waste reduction and water conservation methods, and local energy efficiency initiatives can help residents reduce their carbon footprint.



## **5e. PROTECT AND IMPROVE THE QUALITY OF THE VILLAGE'S SURFACE WATERS, THE SAW MILL RIVER AND SPRAIN BROOK, BY REDUCING NUTRIENT LOADING, TOXINS, SEDIMENTATION AND NON-POINT SOURCE POLLUTION**

Capturing stormwater where it originates reduces the Village's surface water pollution associated with stormwater runoff. To achieve this, Ardsley can implement and evaluate the Village's stormwater management and green infrastructure best practices. Other supportive actions include encouraging residents and businesses to adopt similar strategies and report stormwater-related problems and incorporating appropriate green infrastructure projects into Ardsley's capital improvement plan.

## **5f. PROTECT AND CONSERVE THE VILLAGE'S ENVIRONMENTAL SENSITIVE LANDS AND NATIVE HABITAT AREAS**

By taking steps to preserve the Village's sensitive natural areas, Ardsley will ensure these places continue to function and provide important benefits, such as flood protection, surface water and groundwater purification, and habitat for native wildlife. To protect local wetlands, Ardsley can maintain functioning buffers and evaluate currently undesignated wetland areas. Identifying and implementing best practices in biodiversity management will preserve wildlife habitat.



# Appendix

**Implementation Plan**

**Market Analysis & Development Strategy**

**Saw Mill River Revitalization Plan**

## PROVIDE

### GOAL 1a. STRIVE FOR EXCELLENCE, EFFICIENCY, COST EFFECTIVENESS, AND SOUND FISCAL HEALTH IN VILLAGE GOVERNMENT AND MUNICIPAL SERVICES

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Ongoing	Maintain prudent fund balance policies that preserve the Village's excellent credit rating.	O	✓	✓	Manager/Treasurer, BT
High	Ongoing	Maintain Information Technology and Communication system(s) throughout Village facilities that are current, functional and relevant for Village residents.	S&A, CI, O	✓	✓	Manager/Building Inspector
High	Ongoing	Ensure all Village employees are provided adequate access to education and growth opportunities.	S&A, O	✓	✓	Manager/All Dept Heads
High	Ongoing	Encourage residents to volunteer in service of the Village.	O	✓	✓	BT
High	Short	Provide budgetary and implementation support for priorities identified in Comprehensive Plan	S&A, CI, O	✓	✓	Manager/Treasurer, BT
High	Short	Execute the relocation of the Ardsley public works facility to the new location on Heatherdell Road.	CI, O	✓	✓	Manager/DPW, BT
High	Mid	Comprehensively review and update the entire Village Code.	S&A, LC, ZS, O	✓	✓	Manager/All Dept Heads, BT
Medium	Ongoing	Pursue grant research and writing capacity to support comprehensive plan goals/actions as appropriate.	S&A, O	✓	✓	Manager
Medium	Ongoing	Continue to explore the feasibility and efficiency of sharing specific municipal operations and services, generating non-tax revenue, and implementing other cost saving initiatives.	S&A, IC, O	✓	✓	Manager/All Dept Heads, BT
Low	Long	Formally update the Comprehensive Plan every ten years, but review the plan annually to monitor progress, ensure relevancy given changing conditions, and amend as necessary.	S&A,O	✓	✓	Manager/Treasurer, Building Inspector, BT



PROVIDE

GOAL 1b. ENSURE THAT ARDSLEY IS A HEALTHY PLACE TO LIVE AND WORK

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓= Definitely Feasible  ✓= Possibly Feasible  ✓= Infeasible at this time	Financially Feasible  ✓= Definitely Feasible  ✓= Possibly Feasible  ✓= Infeasible at this time	Lead Responsible Party/Other Responsible Parties
Medium	Ongoing	Provide residents with online resources and guidance materials related to public health concerns including preventative care, environmental conditions, physical and mental wellness, and emergency situations.	S&A, O	✓	✓	Manager/Building Inspector, PI Bd, Zg Bd, BT
High	Long	Develop policies and amend zoning provisions to accommodate aging in place, including senior housing, tax policies and making sure that the public infrastructure in residential neighborhoods include sidewalks, crosswalks, and signage supportive to seniors.	S&A,O, ZS, CI, LC	✓	✓	Building Inspector/PI Bd, Zg Bd, BT
High	Mid	Develop more public gathering places, such as Addyman Square, to create social cohesion and benefit mental health within the community. **	S&A, O, CI	✓	✓	Manager/Rec Dir, Rec Comm
High	Ongoing	Incorporate public health best practices in municipal operations and capital improvements, as appropriate and warranted.	S&A, O, CI	✓	✓	Manager/Highway Foreman, Building Inspector, BT

PROVIDE

GOAL 1c. PROVIDE SAFE, ATTRACTIVE, ACCESSIBLE AND WELL-MAINTAINED PARKS AND RECREATIONAL FACILITIES TO SERVE RESIDENTS OF ALL AGES AND PHYSICAL ABILITIES

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Ongoing	Ensure a sufficient annual capital budget for all recreational facilities, amenities, and assets.	O, CI	✓	✓	Manager/Rec Dir, DPW, Rec Comm, BT
Medium	Long	Maintain and/or restore all parks throughout the village to a level that is purposefully functional and aesthetically pleasing.	S&A, O, CI	✓	✓	DPW/Manager, Rec Dir
Medium	Long	Create a downtown park web that interconnects Addyman Square with Bicentennial Park and the five other pocket parks in the CBD, both perceptually and physically.	S&A, O, CI	✓	✓	Manager/Rec Dir, DPW, Rec Comm
Medium	Long	Coordinate with the County to further enhance and encourage the Village’s use and enjoyment of Macy park	S&A, CI	✓	✓	Manager/Rec Dir, DPW
Medium	Long	Coordinate with the County to create new access points, viewing areas, and seating along the eastern bank of the Saw Mill River within Macy Park. *	S&A, CI	✓	✓	Manager/Rec Dir, DPW
Medium	Long	Upgrade, renovate or replace the Thelma Zimmer – William Van Dorn Youth & Community Center.	S&A, O, CI	✓	✓	Manager/DPW, Rec Dir, Rec Comm, BT
Medium	Long	Increase public awareness and enhance the visitor experience of the Saw Mill River by providing new gateways, access points, picnic areas and park space along the East bank and especially at Bridge Street Plaza. *	S&A, O, CI	✓	✓	Manager/DPW, Rec Dir, Rec Comm
Low	Long	Build recreational programing around new trail loops (as proposed in Connect)	S&A, O	✓	✓	Rec Dir



PROVIDE

GOAL 1d. MAINTAIN EXCELLENT EDUCATIONAL EXPERIENCES

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Mid	Coordinate programming, as applicable, with the Ardsley Union Free School District to maintain excellent educational experiences for the Village’s children.	IC, S&A, O	✓	✓	Manager/CEAC, Stormwater, BT
Medium	Short	For all development applications that could result in additional school children, inform and/or coordinate, the Ardsley Union Free School District and enable the School Board and Village and Planning Boards to address potential impacts on schools.	IC, S&A, O	✓	✓	Building Inspector/Manager, PI Bd, Zg Bd, BT

PROVIDE

GOAL 1e. ENSURE THE VILLAGE HAS ACCESS TO SAFE, RELIABLE AND ADEQUATE INFRASTRUCTURE/UTILITY SYSTEMS

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Ongoing	Continuously assess, inspect, maintain and replace/repair the Village’s existing infrastructure (Sewer and Stormwater systems) through long term capital budget practices as required to ensure services meet the needs of residents and businesses.	S&A, CI, O	✓	✓	Manager/DPW, Building inspector, Stormwater, BT
High	Ongoing	Ensure that the land use boards require developers to adequately evaluate infrastructure needs and potential improvements for all applicable proposed projects.	S&A, O	✓	✓	Building Inspector/Pl Bd, Zg Bd
High	Ongoing	Ensure utilities are adequate to support the anticipated revitalization of the CBD, and seriously consider any opportunities to improve or expand utilities as capacity issues arise, while also complying with Westchester County policies requiring new developments to include mitigation measures that offset increased sewage flow and treatment requirements.	S&A, CI, O, IC	✓	✓	Manager/DPW, Building Inspector, BT, Utilities, Businesses, Developers
Medium	Ongoing	Consider a variety of finance mechanisms if and when major issues arise across any infrastructure assets the Village is responsible to maintain (i.e. the Village’s aging Sewer System).	S&A, O	✓	✓	Manager/Treasurer, BT
Low	Long	Where feasible, require all utility lines in new developments to be installed underground throughout the CBD and make best efforts to move existing utility lines underground.	S&A, O, IC	✓	✓	Building Inspector/DPW, Pl Bd, Zg Bd, BT, Utilities, Businesses, Developers



STRENGTHEN

GOAL 2a. PURSUE AN ECONOMIC DEVELOPMENT STRATEGY FOR THE CENTRAL BUSINESS DISTRICT THAT HELPS TO ACTIVATE UNDERUTILIZED PROPERTIES AND PROVIDES THE COMMUNITY WITH ENHANCED ACCESS TO DESIRED GOODS, SERVICES AND CULTURAL ACTIVITIES

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Short	Conduct audit of the Village’s development review process to ensure there are no common delays, unnecessary redundancies, or confusing processes or requirements. *	S&A, O	✓	✓	Building Inspector/PI Bd, Zg Bd, BAR
High	Short	Create a streamlined process to facilitate development in the Central Business District. *	S&A, LC, O	✓	✓	Building Inspector/BT
High	Short	Create a “Redevelopment Guidebook” for property owners/developers that identifies the Village’s development review process, permitting, zoning/design requirements, and resources. *	O	✓	✓	Building Inspector
High	Short	Create a Vacant Property Registration Ordinance (VPRO) that mandates registration of vacant properties and has escalating annual fees as a way to ensure code compliance and public safety while encouraging redevelopment. *	S&A, LC, O	✓	✓	Building Inspector/BT
Medium	Mid	Partner with the Westchester County Local Development Corporation, on redevelopment projects as applicable. *	S&A, IC, O	✓	✓	Manager/Building Inspector, BT
Medium	Long	Explore opportunities to use Village-owned property to leverage private development that will contribute to revitalization of the CBD. *	ZS, S&A, O	✓	✓	Manager/Building Inspector, PI Bd, Zg Bd, BT
Medium	Long	Continually reevaluate the Village’s list of underutilized sites that should be targeted for infill redevelopment. *	ZS, S&A, O	✓	✓	Building Inspector/Manager, PI Bd, Zg Bd
Low	Long	Consider creating a CBD Business Improvement District (BID) funded through a special assessment on CBD properties that generates funds for reinvestment into CBD improvements and services. *	ZS, S&A, LC, O	✓	✓	Manager/Treasurer, Building Inspector, BT

STRENGTHEN

GOAL 2b. GROW THE VISIBILITY OF THE VILLAGE THROUGH BRANDING, MARKETING, OUTREACH AND PROMOTIONAL EFFORTS

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Short	Utilize a marketing and public relations expert to create a brand for the village that fosters a sense of community, celebrates the Village’s unique heritage, retains key market segments downtown, and makes the CBD an attractive place for more visitation, investment and development. *	S&A, O&E, O	✓	✓	Manager/BT
Medium	Mid	Promote redevelopment priority sites to prospective developers*	O	✓	✓	Manager, BT
Low	Long	Promote various areas within the Village by encouraging events that relocate existing businesses’ regular operations to temporary spots throughout the Village.	O	✓	✓	Rec Dir/Manager, Rec Comm
High	Short	Leverage the Village website as a communication tool and maintain information on local businesses. *	O	✓	✓	Manager/Village Clerk
High	Short	Engage with residents to clarify and advance their vision for the downtown and invite them to participate in the CBD revitalization process. *	O&E	✓	✓	BT



STRENGTHEN

GOAL 2c. PROMOTE PARTNERSHIPS AND EFFECTIVE COMMUNICATION BETWEEN COMMUNITY LEADERS AND THE BUSINESS COMMUNITY TO SUPPORT LOCAL BUSINESSES AND FACILITATE ECONOMIC DEVELOPMENT AND REVITALIZATION

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Short	Onboard a downtown advocate to liaise with downtown business owners, review strategies and policies that affect those businesses, and implement various marketing, branding and comprehensive plan objectives.	S&A, O&E, O	✓	✓	Manager/BT
High	Mid	Support the creation of a CBD merchants association that is charged primarily with marketing the Village and promoting its businesses to enhance downtown Ardsley’s identity and public awareness. *	S&A, O&E, IC, O	✓	✓	Manager/BT
Medium	Mid	Encourage local businesses to participate in the Rivertowns Chamber of Commerce, and seek opportunities to partner with the Chamber to promote Ardsley businesses. *	S&A, O&E, IC, O	✓	✓	Manager/BT
Medium	Long	Support and/or encourage local organizations that seek public donations and sponsorships for public improvements such as benches, tree plantings, monuments, brick pavers, and other amenities.	S&A, O	✓	✓	Manager/BT

STRENGTHEN

GOAL 2d. FOCUS ON SPORTS, FITNESS AND HEALTH AS AN ECONOMIC DRIVER

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
Medium	Mid	Encourage and support sports/fitness events at existing parks, trails, and facilities *	O	✓	✓	Rec Dir/Rec Comm
Medium	Long	Encourage trail-oriented businesses and trail-oriented development for properties adjacent or in close proximity to the South County Trailway and improve connections and access to the Trailway, including parking and space for new trail-related events. *	ZS, S&A, IC	✓	✓	Building Inspector/Manager, BT
Medium	Long	Incorporate concepts of health, wellness, and fitness – as well as being a “trail town” - into future Village marketing and branding initiatives*	O&E, O	✓	✓	Manager/Rec Dir, Rec Comm

CONNECT

GOAL 3a. ENHANCE SIDEWALK CONDITIONS, TRAIL ACCESS, AND PEDESTRIAN CONNECTIVITY TO DESTINATIONS WITHIN THE VILLAGE

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Short	Encourage and/or facilitate the improvement of pedestrian crosswalks where necessary and feasible.	S&A, CI, O, IC	✓	✓	Manager/DPW, PD
High	Short	Develop a comprehensive bicycle and pedestrian circulation plan that identifies key network gaps, presents design solutions, inventories potential funding opportunities for enhancing non-vehicular infrastructure, and evaluates the viability of new policies, including mandatory bicycle parking for new developments and complete streets design standards for the Downtown.	S&A, CI, O	✓	✓	Manager/DPW, BT
Medium	Long	Work with the necessary agencies on a Complete Streets/ Corridor plan on Route 9A to improve the pedestrian connection between the CBD, Macy Park, and the northern shopping centers. **	S&A, CI, O	✓	✓	Manager/DPW, PD, Traffic Comm, BT
Low	Short	Improve the Village’s overall streetscape by adding street trees and landscaping, wayfinding signage, street furniture, and streetscape amenities such as public art, banners, flower baskets, and distinct lighting that is well maintained and reflects the Village’s character. *	S&A, CI, O	✓	✓	Manager/DPW, BT
Low	Long	Identify design alternatives for improving the intersection of Ashford Avenue and Route 9A to make it easier for visitors to the CBD to reach the eastern bank of the Saw Mill River. *	S&A, CI, O, IC	✓	✓	Manager/DPW, PD, Traffic Comm, BT
Low	Long	Coordinate with the County on the potential for creating a continuous pedestrian pathway along the eastern bank of the Saw Mill River within the Village of Ardsley. *	S&A, CI, O, IC	✓	✓	Manager/DPW, PD, , Stormwater, BT
Low	Long	Encourage the incorporation, where feasible, of safe bicycling routes, bike racks, etc.	S&A, CI, O	✓	✓	Manager/DPW, PD, Traffic Comm
Low	Long	Develop an “Ardsley Recreation Trailway” to integrate the Village’s recreational facilities, parks, and trails with the regional recreation system. *	S&A, CI, O, IC	✓	✓	Manager/DPW, Rec Dir, Rec Comm, BT



CONNECT

GOAL 3b. EXPAND PARKING OPPORTUNITIES IN THE CENTRAL BUSINESS DISTRICT

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Long	Pursue the development of additional parking solutions to expand access to the CBD (an example being the parking garage above the flood control zone behind Starbucks)**	S&A, IC, CI	✓	✓	Manager/DPW, Stormwater, PD, BT
High	Mid	Encourage through zoning, that new parking facilities be built behind buildings and away from Route 9A frontage and streetscape, or wrap any new parking facility with retail or other uses as appropriate.	S&A, ZS, IC, LC	✓	✓	Building Inspector/PI Bd, Zg Bd, BT
Medium	Long	Review all off-,on-street parking requirements and encourage shared parking opportunities throughout the village.	S&A, ZS, LC	✓	✓	Building Inspector/DPW, PD, BT

CONNECT

GOAL 3c. IMPROVE TRAFFIC CONDITIONS AND SAFETY THROUGHOUT THE VILLAGE

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Long	Investigate changes to zoning that facilitate CBD expansion to areas with less traffic intensity, examples being along Center Street, Bridge Street and American Legion Drive.	S&A, ZS, LC	✓	✓	Building Inspector/PD, PI Bd, Zg Bd, Traffic Comm, BT
High	Long	Work with NYS DOT to employ traffic calming measures along Route 9A in the CBD, including a potential roundabout at the intersection of 9A/Ashford to improve public safety **	S&A, CI, IC	✓	✓	Manager/DPW, PD, Traffic Comm, BT
Medium	Long	Explore opportunities to employ traffic calming measures throughout village roads.	S&A, IC, CI, O	✓	✓	Police Chief/DPW, Manager, Traffic Comm, BT
Low	Long	Develop construction standards for development projects that protect features that define local road character, including topography, stone walls, existing vegetation, and specimen trees.	ZS, S&A, LC, O	✓	✓	Building Inspector/ DPW, Stormwater, PI Be, Zg Bd, BT
Low	Long	Advocate for the implementation of the Route 9A By-Pass via a Route-87 North on-ramp.	IC	✓	✓	BT/Manager, PD, Traffic Comm, BT

CONNECT

GOAL 3d. EXPAND MOBILITY OPTIONS

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
Low	Ongoing	Work with Westchester County DOT and Bee-Line to update and refine bus stop locations and facilities.	S&A, IC	✓	✓	Manager/DPW, BT
Low	Long	Work with Westchester County DOT and adjacent villages and agencies to enhance commuter shuttle service to the area’s existing train stations.	S&A, IC	✓	✓	Manager/DPW, BT



BUILD

GOAL 4a. ADOPT ZONING CHANGES, DESIGN REGULATIONS, AND PHYSICAL IMPROVEMENTS THAT HELP TRANSFORM THE CENTRAL BUSINESS DISTRICT INTO A WALKABLE MIXED-USE NEIGHBORHOOD SUPPORTING A WIDE RANGE OF RETAIL EXPERIENCES, AN ATTRACTIVE COMMERCIAL ENVIRONMENT, AMPLE SPACE FOR COMMUNITY ACTIVITIES, AND STRONG CONNECTIONS TO THE RIVERFRONT AND SURROUNDING NEIGHBORHOODS

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Mid	Evaluate all permitted uses in the B-1, B-2, R-1, and RO districts to determine their suitability in light of existing and future market conditions and trends as well as community needs and desires.*	ZS, S&A, LC	✓	✓	Building Inspector/Pl Bd, Zg Bd, BT
High	Mid	Investigate current zoning for the CBD with a community-based downtown revitalization plan and accompanying form-based code that includes the following elements: * <ul style="list-style-type: none"><li>Expansion of the array of permitted uses within the CBD to include vertical, mixed-use projects that combine retail, restaurants, arts, entertainment, and recreational uses with residential uses above.</li><li>Bulk and height regulations that harmonize with the existing environment while providing strong view corridors to the riverfront, parks, and key cultural sites.</li><li>Density levels that will make redevelopment financially viable for the private sector and enhance the Village’s tax base.</li><li>Urban design regulations that build upon the CBD’s existing physical elements to shape the architectural expression of buildings, surrounding streetscape, and public spaces in the CBD.</li><li>Public realm improvements including enhancements to sidewalks, parks, gathering areas, and riverside amenities.</li></ul> Linkage between proposed changes to the CBD’s zoning regulations and the Village’s branding/marketing efforts.	ZS, S&A, LC	✓	✓	Building Inspector/PL Bd, Zg Bd, BT

ARDSLEY COMPREHENSIVE PLAN: IMPLEMENTATION MATRIX

Medium	Short	Update commercial signage regulations to balance the needs of local businesses while still requiring high-quality signage that doesn't detract from the Village's quality of place.	S&A, LC	✓	✓	Building Inspector/BT
Medium	Long	Create thematic signage, landscaping, monuments, lighting, electronic kiosks, public art, or other features to establish CBD gateways: *	S&A, O	✓	✓	Manager/Building Inspector, DPW, BT

BUILD

GOAL 4b. ENHANCE THE PUBLIC REALM TO BE MULTIFUNCTIONAL, TO ACCOMMODATE A RANGE OF USERS OF VARIED AGES, ABILITIES, AND CULTURES, AND TO RESPOND TO DAILY, WEEKLY, AND SEASONAL USE PATTERNS

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Long	Undertake a conceptual plan for Addyman Square that would enhance the public access to the area, resolve enduring structural issues related to the old Ashford Avenue bridge, and enhances views of the Saw Mill River Flood Control Project. **	S&A, CI	✓	✓	Manager/DPW, BT
Medium	Mid	Transform existing parks and public spaces in to activity nodes that accommodate community-based events, celebrations, memorials, markets, and other public attractions.	S&A, O	✓	✓	Rec Dir/Rec Comm
Medium	Mid	Incorporate revenue raising opportunities in public spaces where appropriate, such as kiosks, food truck parking, and bicycles for hire, and incorporate necessary support infrastructure like electric and water connections.	S&A, CI, O	✓	✓	Manager/DPW, Rec Dir, BT
Medium	Long	Undertake a redesign of public spaces to accommodate the following elements and promote the community’s sense of responsibility. * <ul style="list-style-type: none"><li>▪ Paths, crossings, seating, and other high-quality public amenities that encourage social interaction</li><li>▪ Circulation loops that promote walking, jogging, and cycling</li><li>▪ Landscaping to enhance and soften buildings and hardscapes</li><li>▪ Street furniture</li><li>▪ A clear wayfinding program that directs residents and visitors to destinations and parking locations and provide information on upcoming events and local businesses.</li><li>▪ Light that is appropriate for a space’s context that prevents dark corners while avoiding light pollution.</li><li>▪ Public Art</li></ul>	S&A, CI	✓	✓	Manager/Building Inspector, DPW, Rec Dir, Rec Comm, BT



BUILD

GOAL 4c. PRESERVE AND ENHANCE THE VILLAGE'S RESIDENTIAL NEIGHBORHOODS TO MAINTAIN THEIR STABILITY, VALUE AND CHARACTER

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
Med	Ongoing	Review policies that facilitate preservation of historically or architecturally significant homes.	ZS, S&A, LC	✓	✓	Building Inspector/BT
Low	Ongoing	Maintain the existing geographic boundaries in the underlying zoning for the R-1, R-2, R-3 and R-4 districts.	ZS	✓	✓	Building Inspector/BT
Low	Short	Review the existing stock of “paper roads” throughout village and address issues as appropriate.	S&A	✓	✓	DPW/Manager/BT
Low	Mid	Review variance requests and Zoning Board of Appeals decisions to determine if adjustments to the R-1, R-2 and R-3 district dimensional regulations are necessary or warranted.	S&A	✓	✓	Building Inspector/BT

BUILD

GOAL 4d. DIVERSIFY HOUSING OPPORTUNITIES TO INCREASE HOUSING AVAILABILITY AND AFFORDABILITY AND TO GENERATE NEW CUSTOMERS FOR THE VILLAGE’S BUSINESSES

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Long	Consider several mechanisms for increasing the variety and supply of housing at a range of price points in the Village’s Downtown, including more flexible mixed-use land use regulations allowing for a wide variety of housing types, density bonuses for new infill developments providing a higher number of affordable units than required, a more expansive inclusionary housing program, reductions in parking requirements for new developments, incentives for micro-units, and streamlined land use approval processes for affordable housing developments.	ZS, S&A, LC	✓	✓	Building Inspector/Pl Bd, Zg Bd, BT
Medium	Mid	Consider requiring for proposed mixed-use projects that include a defined number of dwelling units, a market analysis and school impact analysis.	S&A, LC	✓	✓	Building Inspector/Pl Bd, Zg Bd, BT

BUILD

GOAL 4e. ADEQUATELY PROTECT HISTORIC AND CULTURAL RESOURCES TO PRESERVE ARDSLEY’S UNIQUE CHARACTER, HERITAGE, AND IDENTITY AND TO BENEFIT FUTURE GENERATIONS

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
Low	Long	Inventory historical assets that have not yet been considered, cataloged, or marked as such, including stone walls, historic trees, and other landscape features that contribute to the Village's character and historical legacy.	S&A	✓	✓	Historical Society
Low	Long	Create a list of all historical properties not yet designated or protected by the Village or State, including the 22 properties previously classified as “undetermined,” for review and consideration of their historical significance and eligibility for potential listing on the Register of Historic Places.	S&A	✓	✓	Building Inspector/Historical Society, BT
Low	Long	Embrace Ardsley’s history by highlighting known historic sites, assets or properties to the extent reasonable.	S&A	✓	✓	Historical Society

BUILD

GOAL 4f. IMPROVE THE NORTHERN ROUTE 9A SHOPPING CENTERS AND ENCOURAGE NEW DEVELOPMENT ALONG THEIR FRONTAGE

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Long	Consider allowing additional development at the northern Route 9A shopping centers' frontage by increasing the permitted building height as long as adequate parking is provided to accommodate the increased demand.	ZS, S&A, LC	✓	✓	Building Inspector/PI Bd, Zg Bd, BT
Medium	Long	Adopt design standards that create architectural distinctions to separate businesses though maintain an underlying, aesthetically similar design throughout the structure and other shopping centers. The physical distinction between storefronts should allow business owners to showcase logos and other unique qualities without compromising the overall visual appeal of the structure. *	S&A, ZS, LC	✓	✓	Building Inspector/PI Bd, Zg Bd, BT
Low	Long	Review the list of permitted uses in the B-3 Shopping Center Business District to expand and accommodate innovative new retail use categories, as necessary, such as lifestyle and wellness retail, community gathering place businesses, "shoppertainment" or stores that entertain, stores that celebrate local arts and crafts, stores that educate, stores with altruistic, community service components, and neighborhood serving retail.	ZS, LC	✓	✓	Building Inspector/PI Bd, Zg Bd, BT
Low	Long	To create a more aesthetically appealing site layout, amend parking regulations for the northern Route 9A shopping centers to require screening for parking facilities or, where feasible, parking structures "wrapped" with retail spaces or satellite buildings.	S&A, ZS, LC	✓	✓	Building Inspector/PI Bd, Zg Bd, BT



PROTECT

GOAL 5a. ADOPT BUILDING AND DEVELOPMENT PRACTICES THAT ARE ENVIRONMENTALLY RESPONSIBLE AND RESOURCE EFFICIENT

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Short	Promote the use of sustainable green building practices and "whole building design" in all new construction and major renovations.	S&A, ZS, O	✓	✓	Building Inspector/Stormwater, CEAC, BT
Medium	Mid	Ensure that new development and infrastructure practices do not encroach upon native habitat areas *	S&A, ZS, O, LC	✓	✓	Building Inspector/PI Bd, Zg Bd, Stormwater, CEAC, BT
Medium	Mid	Implement practices that preserve and protect the Village’s trees, replace displaced and/or removed trees, provide suggested planting lists and facilitate the integration of climate- and location specific native plant species in both residential and commercial developments.	S&A, O	✓	✓	Building Inspector/PI Bd, Zg Bd, BT
Medium	Mid	As part of the rezoning of the CBD, adopt density, land use, design standards for new development that optimizes the ecological value of the watershed and limits flood damage. *	S&A, ZS, LC	✓	✓	Building Inspector/PI Bd, Zg Bd, Stormwater, CEAC, BT
Medium	Mid	Review and amend zoning codes to facilitate renewable energy systems for new and replacement construction installations and explicitly allow these systems as accessory or special uses, depending on system size, in appropriate districts.	S&A, ZS, LC	✓	✓	Building Inspector/PI Bd, Zg Bd, Stormwater, CEAC, BT
Medium	Mid	Analyze standard building code provisions and consider adopting provisions for all new construction and major renovations that incorporate life cycle assessments, building site and design efficiency, energy efficiency, water efficiency, materials efficiency, indoor environmental quality enhancements, operations and maintenance optimization, waste reduction, and electric network optimization.	S&A, ZS, LC, O&E, CI	✓	✓	Building Inspector/Manager, Stormwater, CEAC, BT
Medium	Long	Coordinate development and redevelopment strategies with watershed management plans for the Saw Mill River. *	S&A	✓	✓	Manager/Stormwater, LT

PROTECT

GOAL 5b. ADOPT SUSTAINABLE MUNICIPAL PRACTICES

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Short	Continue working through “Climate Smart” goals to achieve Climate Smart Community certification, implement selected municipal practices, and continue developing a program to ensure residents reduce their carbon footprints by reducing greenhouse gas emissions.	S&A, O&E, O	✓	✓	Manager/Stormwater, CEAC
Medium	Ongoing	Implement renewable and alternative energy sources through organizations such as NYSERDA, Westchester Power, EnergizeNY, Sustainable Westchester and Solarize Westchester.	S&A, O, CI	✓	✓	Manager/Stormwater, CEAC, BT
Medium	Ongoing	Focus long-term community planning around sustainability and resiliency.	S&A, CI, O	✓	✓	Manager/Building Inspector, Stormwater, CEAC, BT
Medium	Ongoing	Review all Village operations and implement sustainable practices and procedures.	S&A, O	✓	✓	Manager/All Staff
Medium	Mid	Encourage sustainable landscape management for improved air and water quality and quality of life for residents and employees	S&A, O	✓	✓	DPW/Stormwater, CEAC
Medium	Mid	Evaluate, when feasible, the integration of Electric Vehicle charging systems for both municipal and public use.	S&A, CI, O	✓	✓	Stormwater/DPW, Manager
Medium	Long	Pursue energy conservation measures for municipal parks and facilities as set forth in the US Department of Energy’s Energy Saver Guide, where reasonable.	S&A, O	✓	✓	Building Inspector/Manager
Medium	Long	Where cost and performance is comparable, replace gasoline-powered Village vehicles with zero-emission vehicles, such as battery electric, plug-in hybrid, or hydrogen fuel cell vehicles.	S&A, O, CI	✓	✓	DPW/Manager, Stormwater, PD, CEAC
Low	Short	Reduce waste and increase recycling at all Village facilities and parks. *	O	✓	✓	DPW/Manager
Low	Short	Consider using innovative environmentally sensitive alternatives to road de-icing practices. *	O, S&A	✓	✓	DPW/Stormwater, CEAC

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Low	Short	Ensure shift to compostable and/or reusable materials in everyday municipal operations and events and eliminate single-use plastics in municipal operations.	S&A, O	✓	✓	Manager/DPW, Stormwater, Rec Dir
Low	Medium	Where cost and performance is comparable, reduce emissions associated with gasoline-powered landscaping equipment, consider the use of hand tools or electric equipment for municipal lawn and garden work, as older equipment is replaced.	S&A, O, CI	✓	✓	DPW/Manager, Stormwater
Low	Long	Continue to deploy the infrastructure network in an environmentally sustainable manner including open space management safeguards that limit sub-division and ensure reasoned development demands on land use.	S&A, ZS	✓	✓	Building Inspector/Pl Bd, ZB, BT

PROTECT

GOAL 5c. PLAN FOR RESILIENCY AND STRENGTHEN THE VILLAGE'S ABILITY TO RESPOND TO, ENDURE, ADAPT TO, AND REBOUND FROM CATASTROPHIC EVENTS

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Ongoing	Continue to maintain the US Army Corps of Engineers’ flood control project and coordinate with New York State Department of Environmental Conservation on its operation. *	O, CI, IC	✓	✓	Manager/DPW, Stormwater
High	Ongoing	Regularly review and update the Village’s Hazard Mitigation Plan with the County. *	O	✓	✓	Building Inspector/DPW, Fire, PD, Manager
High	Ongoing	Increase the resiliency of the local roadway network by focusing on improvements to vulnerable infrastructure such as bridges, culverts, and drainage facilities.	S&A, CI, O	✓	✓	DPW/Manager
High	Medium	Review and ensure adequate emergency power and life safety systems are available at all critical Village facilities, for example by using solar generators.	O, IA	✓	✓	Manager/DPW, Building Inspector
High	Short	Update the Village’s Emergency Action & Comprehensive Disaster Recovery Plan that includes communication protocols, infrastructure redundancy provisions, emergency access routes, evacuation strategies, and coordination steps with other localities and Westchester County. *	IC, O	✓	✓	Manager/DPW, Fire, PD, Building Inspector, School District
Medium	Ongoing	Identify federal, state, and local government funding options for pre-disaster improvements, risk-reduction strategies, and infrastructure upgrades. *	S&A, O	✓	✓	Manager/DPW, Stormwater, Fire, PD, Building Inspector
Medium	Long	Encourage all new critical building systems including emergency generators be redundant and provided at a level above the base flood elevation, or construct a new addition as a utility room. *	S&A, LC, ZS	✓	✓	Building Inspector/BT
Medium	Mid	Implement a Village-wide tree health, maintenance, pruning, and removal plan to reduce the number of dead trees and limbs during storm events. *	O	✓	✓	DPW/Manager



PROTECT

GOAL 5d. INCREASE PUBLIC AWARENESS AND UNDERSTANDING OF NATURAL RESOURCES AND ENVIRONMENTAL CONSERVATION MEASURES

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
Medium	Ongoing	Advance local awareness of the Saw Mill River, Sprain Brook and Bronx River through pollution prevention and watershed education and outreach activities. *	O&E	✓	✓	Stormwater
Medium	Ongoing	Educate the public (i.e. via schools) about stormwater management, waste reduction, backyard and municipal composting, and compliance with Village’s recycling program to increase recycling rates. *	O&E	✓	✓	CEAC/Stormwater, DPW
Medium	Mid	Increase public awareness of water conservation practices in the home, including but not limited to: *	O&E	✓	✓	CEAC/Stormwater
Low	Long	Encourage residents, businesses, and landlords to commission home energy audits.	O&E	✓	✓	CEAC/Stormwater
Low	Ongoing	Develop a Best Management Practices manual for residents that addresses local environmental issues and make this resource publicly available online and elsewhere as appropriate. * <ul style="list-style-type: none"><li>proper disposal of landscaping debris</li><li>proper application and storage of fertilizer and pesticides</li><li>environmentally sensitive patio and deck design</li><li>private stormwater management facility maintenance</li><li>illegal disposal in storm drains</li></ul> proper tree and landscape maintenance techniques	O&E	✓	✓	CEAC/Stormwater, DPW

PROTECT

GOAL 5e. PROTECT AND IMPROVE THE QUALITY OF THE VILLAGE’S SURFACE WATERS, THE SAW MILL RIVER AND SPRAIN BROOK, BY REDUCING NUTRIENT LOADING, TOXINS, SEDIMENTATION AND NON-POINT SOURCE POLLUTION

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
High	Ongoing	Continue to promote, monitor, and evaluate Village-wide stormwater management practices (including implementation of the NYSDC Phase II Stormwater Management Program) that reduce pollution and siltation, limit streambank erosion, and maintain the integrity of stream channels. *	S&A, O	✓	✓	Stormwater/Building Inspector, DPW
High	Ongoing	Encourage residents and businesses to employ proven strategies to prevent stormwater pollution runoff and continue to promote the use of green infrastructure practices.	O&E	✓	✓	Stormwater/CEAC
Med	Ongoing	Continue to promote the Village’s and the business community’s use of green infrastructure practices, where appropriate, and at various scales to manage and treat stormwater runoff while restoring natural hydrology and ecological function through various techniques including: * <ul style="list-style-type: none"><li>▪ Rain gardens</li><li>▪ Bioretention areas</li><li>▪ Vegetated and dry swales</li><li>▪ Green roofs</li><li>▪ Porous pavement</li><li>▪ Level spreaders</li><li>▪ Micro pools</li><li>▪ Infiltration trenches</li><li>▪ Dry wells</li><li>▪ Sand filter</li><li>▪ Rainwater harvesting</li><li>▪ Planter boxes</li></ul>	O&E	✓	✓	CEAC/Stormwater

ARDSLEY COMPREHENSIVE PLAN: IMPLEMENTATION MATRIX

		▪ Natural shorelines				
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PROTECT

GOAL 5f. PROTECT AND CONSERVE THE VILLAGE’S ENVIRONMENTAL SENSITIVE LANDS AND NATIVE HABITAT AREAS

Priority (High, Medium, Low)	Goal Term (Short, Mid, Long)	Proposed Actions  * = alignment with Saw Mill River Revitalization Plan * = alignment with Market Analysis & Development Strategy	Action Type (Zoning Study, Study & Analysis, Legislative Change, Outreach and Education, Interagency Coordination, Capital Improvement), Operational	Admin Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Financially Feasible  ✓ = Definitely Feasible  ✓ = Possibly Feasible  ✓ = Infeasible at this time	Lead Responsible Party/Other Responsible Parties
Medium	Ongoing	Continue evaluation of best practices in biodiversity management through intergovernmental cooperation with other watershed management bodies (Westchester County, Saw Mill River Watershed Advisory Board, Groundwork Hudson Valley – Coalition).*	O&E, S&A	✓	✓	Stormwater/CEAC



**SUBMITTED TO:**

Meredith S. Robson, Village Manager

Village of Ardsley

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# MARKET ANALYSIS & DEVELOPMENT STRATEGY

Village of Ardsley, New York

SEPTEMBER 2020

**PREPARED BY:**



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# ABOUT CAMOIN 310

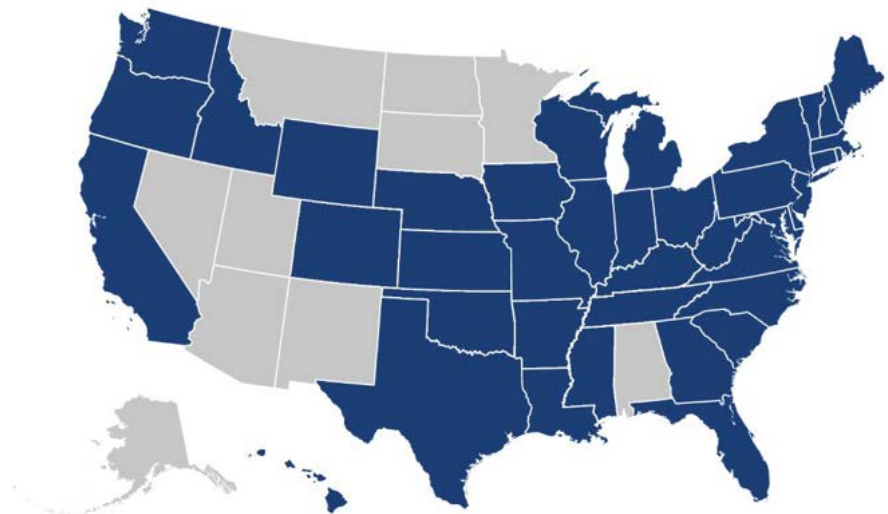
Camoin 310 has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin 310 has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 40 states and garnered attention from national media outlets including Marketplace (NPR), Forbes magazine, The New York Times and The Wall Street Journal. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at [www.camoinassociates.com](http://www.camoinassociates.com). You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on **Facebook**.

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# EXECUTIVE SUMMARY

The Village of Ardsley is a family-based community, attracting cycles of relatively affluent families from New York City to its renowned School District and overall great quality of life. Despite its strength and success in the single-family home market, its commercial corridors are generally underutilized and lagging relative to what market conditions would be expected to support. This market analysis was developed to provide the Village of Ardsley community and its partners with market and economic information to better understand these trends and support the Village's planning and decision-making processes.

Several economic and development opportunities were identified for the village, including multi-family housing; dining and entertainment businesses; senior housing and services; health, fitness, and sports; and family-oriented businesses. However, the ability of the Village to capitalize on these opportunities is significantly constrained by a lack of available and quality development sites, community resistance to residential development, a major traffic-oriented 9A corridor, and others. The economic and market findings suggest that if Ardsley wants to see meaningful transformation in its commercial areas and grow its local economy, it will need to be proactive and creative.

Note: The findings of this study reflect pre-Covid-19 crisis market and economic conditions. At the time of this report, great uncertainty remains with the emerging global pandemic. However, all indications suggest that this is a disruptive event that will transform the local, regional, and global economy. Markets will shift post-pandemic as consumer preferences and business needs will change in the new economic landscape. The historic trends and emerging markets identified through this research remain relevant, however, the application of this information must change. Put simply, the data, analysis, and information will be used to inform, and not predict.

## Key Findings

The key findings of the economic and market analysis research are provided below, organized by economic/market opportunities and challenges as well as brief market overview with analysis to follow.

### Opportunities

- ♦ **The mixed-use and multi-family residential market is very strong.** There is substantial pent up demand for market-rate apartments in Westchester County and the development community has responded through a number of major residential and mixed-use projects throughout the county. While housing demand is perhaps the most significant market opportunity and has the strongest developer interest, the Village of Ardsley has not been capturing this development activity.
- ♦ **Reputation for education and family is a key strength that offers economic development potential.** Ardsley is generally most known for its high-quality school system, which has created strong demand for housing within the School District and village. It has also resulted in a concentration of affluent families with children, which represents the single most significant consumer market segment in the village and an opportunity to attract family-oriented businesses catering to this segment.
- ♦ **The retail landscape is competitive, but there is an opportunity to recapture "leakage".** Ardsley residents have significant spending power and their consumer behavior reflects higher end lifestyles and hobbies. Despite their significant spending power, most resident household spending is not occurring within the village at local businesses. When sales by local consumers leave a trade area – in this case the village – it is known as a 'spending gap'. The village could reasonably over 98,000 SF of retail space based on market conditions – if the right development opportunities and sites existed.

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- ♦ **There is high market potential for dining and entertainment uses.** The Ardsley market is underserved by restaurants, which was identified as the retail category with the single greatest potential. The Central Business District has several dining establishments, including the popular L'inizio Italian restaurant. Additional establishments could help build a "critical mass" to make the downtown area a dining destination. Based on consumer characteristics and stakeholder interviews, it is anticipated that there is also strong market viability for a higher end drinking establishment such as a brew pub, wine bar, or "paint and sip" type of business. National retail trends also suggest that new "experiential" retail types would do well in Ardsley, namely combining shopping with entertainment and fun experiences.
- ♦ **Sports and fitness is an opportunity sector with room to grow.** The Ardsley community has many active households and children participating in youth sports and recreational programs. These activities are reflected in spending patterns as Ardsley households, on average, spend more than three times the national average on recreational lessons and club membership fees. Furthermore, the community has existing assets in the sports and fitness sector including the House of Sports, youth sports programs, and the South County Trailway. The market analysis also identified sports tourism, such as youth sports tournaments, as a very strong market opportunity in Westchester County and one that the Village would be well poised to capitalize on to draw visitors to patronize local businesses. Specific businesses within sports and fitness that may have potential include fitness studios (such as yoga, Pilates, and cycling), fitness retail boutique, physical/sports therapy (see also health care opportunity), and indoor sports facility such as an aquatic center.
- ♦ **Strength in special needs programming is a potential unique niche.** Ardsley is well known for its school district and specifically its special education program, which is a unique attribute of the village in the broader regional context. As such, there appears to be an opportunity for the Village to build on its stellar special needs reputation to attract additional businesses, organizations, and service providers catering specifically to this market segment.
- ♦ **Housing Development Market Opportunity for Empty Nesters and Seniors.** There is strong market demand for housing catering to age 55+ households, including age-targeted housing options (e.g., apartments with restrictive age minimums) or senior housing facilities. Many households in the community are families with school aged children, which then leave after those children graduate and the relatively high property taxes no longer make sense for the "empty nester" couple. Upscale apartments targeted these empty-nesters may accommodate some of those couples that have roots in Ardsley and would prefer to stay if the appropriate housing options were available and the property tax burden of a single-family home was lifted.
- ♦ **The senior and empty-nester market is a housing and economic opportunity for health care services.** Healthcare is a rapidly expanding sector in Westchester County and demand projections indicate a need for additional medical office space in the future. The proposed North 60 development in Mount Pleasant is estimated to be the largest medical development in the county and will offer medical, lab, office, and retail space. While the project will add significant medical office space to the market, it may also generate new "spinoff" demand for medical property, which Ardsley could potentially capitalize on. The village's existing concentration of senior housing via the Atria Woodlands helps support the viability of additional health care service providers in the village, and any new senior housing development will also support the market potential for new health care service providers to locate in the village.

## Challenges

- ♦ **School district "protectionism" is a challenge for capitalizing on residential development potential.** Ardsley's brand identity as a community, and the identity of the school district are closely tied. There is a

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history of strong resistance to residential development within the School District out of concerns for student capacity, particularly physical capacity of the Elementary School and resistance to a new building if growth exceeds current capacity). Other concerns noted during the interviews with business leaders, developers, and real estate professionals, include increasing class sizes, and a fear of diminishing the quality and reputation of the District and consequently home values, which are closely tied to the quality of the District. Developers interviewed noted that these perceptions will make it challenging for the Village to attract a developer to undertake any significant multi-family and mixed-use development currently occurring elsewhere in the county. This constraint appears to be disproportionately impacting the village despite the School District boundaries extending into surrounding communities, where there is less ingrained resistance to residential development. Note however, that senior or age 55-plus housing is a significant opportunity that would alleviate any school district impact concerns, and for which there is substantial market demand.

- ◆ **Route 9A traffic and design is a substantial barrier to a creating a successful traditional downtown environment.** Route 9A is a high-volume thoroughfare that runs through the Village of Ardsley, the volume and design of which inhibits both the automobile and pedestrian accessibility of businesses. Safety and accessibility issues have greatly hindered Addyman Square and resulted in failed businesses, above-average vacancy levels, and below-market lease rates. Traffic is anticipated to further increase on 9A within Ardsley with new developments planned throughout Westchester County, particularly to the north of Ardsley. As a state road, the traffic and roadway design are not directly within the Village's control, adding another layer of difficulty in addressing the significant negative impacts of the Route 9A on the downtown business environment. Potential traffic impacts within the village from any new development are also a critical challenge to new development, which may require coordinated transportation strategies to mitigate such impacts.
- ◆ **The village is largely built out with a relative lack of easily developable sites.** There are no substantial vacant, or largely vacant sites available for development within the village boundaries. The lack of quality development sites puts the village at a considerable disadvantage to peer communities that have better development sites available. Future development in the village will have to come largely from the redevelopment of underutilized properties and infill of available spaces. These types of projects are typically more complex, such as cases of needing to purchase and assemble multiple parcels or undertake demolition work and are therefore less attractive to developers.
- ◆ **Lack of a clear message about desired development and vision for the future.** There is a perceived lack of clarity around what types of development the Village desires and would support, and conversely, what projects would meet resistance. There is no formal guidance available to property owners, investors, and developers aside from zoning regulations and there are no incentives, such as streamlined permitted, density bonuses, etc. for projects aligning with the Village's vision for the future.
- ◆ **Ingrained (but outdated) negative perceptions of development environment in Ardsley.** Ardsley suffers from a negative reputation among some in the development community as a challenging political environment in which to do development. This perception is at least partially rooted in a select few development proposals in and around Ardsley, in which some felt the Village was unnecessarily litigious and overly sensitive to traffic concerns, while not constructively engaging with developers. Whether real or perceived, this reputation will make it very difficult for the Village to attract investment in any substantial development or redevelopment effort and will likely require effort to address this image problem.
- ◆ **Limited parking capacity to support new growth.** Parking in the Central Business District is critically constrained with respect to supporting new development projects. While market conditions can support denser patterns of development in the downtown area, lack of adequate areas for parking (essential without immediate access to a rail station) may pose a barrier to development projects beyond relatively small-scale efforts. Investment in municipal parking facilities may be necessary to facilitate any significant development

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in the Central Business District, and denser building patterns will likely be needed to make such parking facilities economical from a fiscal return on investment perspective.

- ♦ **Relatively low permitted density (and resistance to housing) is a challenge to financial feasibility of development.** Allowable building heights in the village's commercial areas are overly restrictive from a construction (and urban design) perspective. For development projects to be financially viable, particularly mixed-use projects, additional rentable building area from additional stories are generally necessary above the limits currently in place. Additionally, upper-floor residential is a key element in making mixed-use projects financially feasible, but the noted resistance to any residential development also poses a significant constraint to the viability of potential development projects in the village.
- ♦ **Lack of a rail station a competitive disadvantage.** The village has no commuter rail access to New York City putting it at a major disadvantage relative to other communities, particularly with respect to mixed-use and multi-family development. While there is still potential for this type of development in the village, the market in Westchester County favors Transit-Oriented Development (TOD). Aggravating the problem is the lack of parking available at nearby rail stations for Ardsley residents, such as the Dobbs Ferry Metro-North station.
- ♦ **Property tax rate reflects lack of significant commercial tax base.** Westchester County has among the highest property tax burdens in the entire country, already putting Ardsley and other communities in the county at a competitive disadvantage with those outside the county from a tax perspective. Ardsley is at a further disadvantage due to its lack of a significant commercial tax base, which results in a higher property tax rate than would exist with greater amounts of commercial property and valuation.

### Primary Economic and Market Opportunity Areas

Based on the opportunities and challenges findings, four "primary economic and market opportunity areas" were identified as having the greatest potential for success in the Village of Ardsley. These include the following:

#### Age 55+ & Senior Housing:

- Age-Restricted 55+ apartments (senior apartments)
- Assisted-care senior living facilities
- Limited studio and 1-BR market-rate apartments

#### Health Care Services:

- Class A medical office space
- Outpatient facilities, physicians' offices, etc.
- Physical/sports therapy
- Services for special needs population
- Senior support services

#### Sports & Fitness:

- Fitness studios (yoga, Pilates, cycling, etc.)
- Boutique fitness retailer
- Indoor sports facility (e.g., aquatic center)
- Upgraded facilities to support youth sports tournaments

#### Dining & Entertainment:

- Midscale to upscale (Fine-Dining) full-service restaurants
- Brewpub/Microbrewery/Distillery with retail component
- Wine Bar and Wine-related establishments (e.g., "paint and sip")
- Experiential Retail
- Family and children-oriented entertainment (e.g., children's museum, toddler playcenter)





# SOCIOECONOMIC OVERVIEW

## DEMOGRAPHIC PROFILE

This section provides an overview of the key local and regional socioeconomic characteristics and trends.

### POPULATION AND HOUSEHOLDS

From 2010 to 2019, Westchester County's residential population grew by just over 2%. Ardsley represented an above-average growth rate with a 3.4% increase during this time period. Looking forward to 2024, the village is projected to grow minimally, but at a similar rate as the county at around 1% over five years.

Population, 2010 - 2024							
	2010	2019	2024	Change 2010 - 2019	% Change 2010 - 2019	Change 2019 - 2024	% Change 2019 - 2024
Village of Ardsley	4,452	4,605	4,648	153	3.4%	43	0.9%
Westchester County	949,113	969,443	980,028	20,330	2.1%	10,585	1.1%

Source: Esri

Households, 2010 - 2024							
	2010	2019	2024	Change 2010 - 2019	% Change 2010 - 2019	Change 2019 - 2024	% Change 2019 - 2024
Village of Ardsley	1,587	1,649	1,668	62	3.9%	19	1.2%
Westchester County	347,232	354,021	357,563	6,789	2.0%	3,542	1.0%

Source: Esri

As of 2019, the average household size in the Village of Ardsley was 2.79 people, just above the county's average at 2.66 people per household. This larger household size correlates to an increased presence of families rather than individuals living alone or couples without children, as 90% of the Village of Ardsley's population are families compared to 80% in the county.

The following table displays the number of workers per household for the Village of Ardsley and Westchester County. In the Village of Ardsley, 24% of the households have no workers (note, this population includes those that are retired), 28% have one worker, 42% have two workers, and 6% have three or more workers.

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Number of Workers per Household, 2018				
	Village of Ardsley		Westchester County	
All Households				
No workers	400	24%	81,445	23%
1 worker	462	28%	130,022	37%
2 workers	680	42%	104,729	30%
3 or more workers	96	6%	31,136	9%
Total	1,638	100%	347,332	100%
1 Person Households				
No workers	256	71%	46,817	51%
1 worker	106	29%	45,866	49%
Total	362	100%	92,683	100%
2 Person Households				
No workers	131	28%	27,076	26%
1 worker	119	26%	36,674	36%
2 workers	211	46%	39,353	38%
Total	461	100%	103,103	100%
3 Person Households				
No workers	13	4%	4,431	7%
1 worker	67	22%	19,859	33%
2 workers	197	65%	26,605	44%
3 workers	26	9%	8,998	15%
Total	303	100%	59,893	100%
4 Person Households				
No workers	-	0%	3,121	3%
1 worker	170	33%	27,623	30%
2 workers	272	53%	38,771	42%
3 or more workers	70	14%	22,138	24%
Total	512	100%	91,653	100%

Source: 2014-2018 American Community Survey 5-Year Estimates

## INCOME

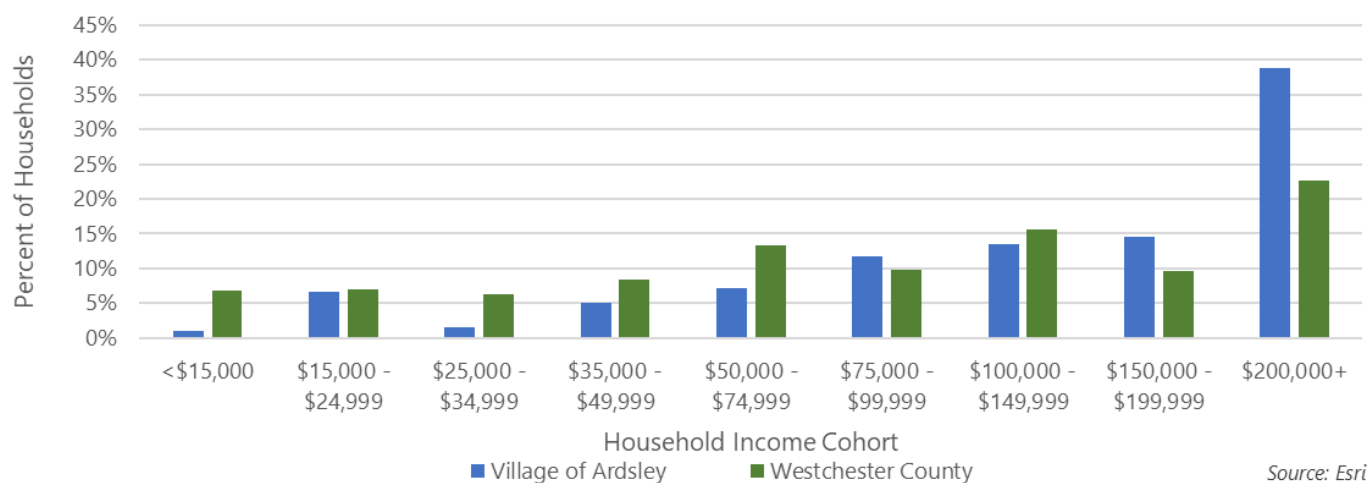
Median household incomes in Ardsley and Westchester County are well above the national average. As of 2019, the median household income was just over \$159,000, over \$65,000 more than Westchester County. Incomes are projected to grow in both geographies, with the county outpacing the village at 16.1% and 6.1% respectively.

Median Household Income, 2019 - 2024				
	2019	2024	Change 2019 - 2024	% Change 2019 - 2024
Village of Ardsley	\$ 159,092	\$ 168,826	\$ 9,734	6.1%
Westchester County	\$ 94,045	\$ 109,151	\$ 15,106	16.1%

Source: Esri

The figure below displays the concentration of households in the village and county by income cohort. The Village of Ardsley has a significant presence of households earning \$200,000 or greater, 39% compared to 23% at the county. These high incomes are reflecting in low poverty figures within the village. According to the November 2019 Westchester County Affordable Housing Needs Assessment, only 2% of all households in Ardsley fell below the poverty line compared to 11% for the county as a whole.

## Households by Income, 2019



The tables below display households by income and age of householder for the Village of Ardsley and Westchester County. In both the village and county, householders between 45 and 54 with incomes greater than \$200,000 are the largest cohort followed by householders aged 55 to 64 within the same income bracket.

Village of Ardsley Households by Income and Age of Householder, 2019								
	<25	25-34	35-44	45-54	55-64	65-74	75+	Total
<\$15,000	0	1	1	1	3	4	7	17
\$15,000-\$24,999	0	4	4	6	11	13	71	109
\$25,000-\$34,999	0	3	2	2	4	4	12	27
\$35,000-\$49,999	0	4	6	7	9	9	47	82
\$50,000-\$74,999	0	2	2	4	6	19	85	118
\$75,000-\$99,999	1	13	28	12	39	72	29	194
\$100,000-\$149,999	2	13	16	50	50	40	51	222
\$150,000-\$199,999	0	19	41	48	73	45	14	240
\$200,000+	0	21	110	208	186	78	37	640
Total	3	80	210	338	381	284	353	1,649

Source: Esri

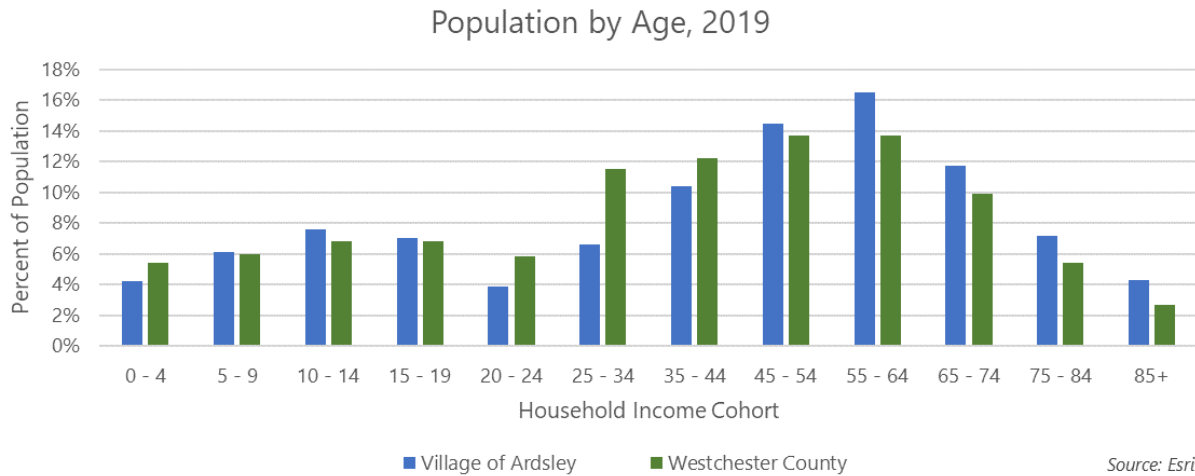
Westchester County Households by Income and Age of Householder, 2019								
	<25	25-34	35-44	45-54	55-64	65-74	75+	Total
<\$15,000	763	2,392	2,659	2,907	4,455	4,222	7,123	24,521
\$15,000-\$24,999	804	2,444	2,579	2,616	4,217	4,975	7,057	24,692
\$25,000-\$34,999	675	3,225	2,968	2,799	3,169	4,240	5,371	22,447
\$35,000-\$49,999	970	4,321	4,496	4,363	4,462	4,742	6,380	29,734
\$50,000-\$74,999	1,315	6,049	6,550	6,619	8,563	9,113	9,229	47,438
\$75,000-\$99,999	596	4,905	6,929	5,494	7,574	6,458	3,176	35,132
\$100,000-\$149,999	550	7,278	9,083	12,618	11,952	8,422	5,324	55,227
\$150,000-\$199,999	187	3,734	7,363	8,026	7,970	5,102	2,045	34,427
\$200,000+	253	4,448	14,636	25,040	22,502	9,626	3,897	80,402
Total	6,113	38,796	57,263	70,482	74,864	56,900	49,602	354,020

Source: Esri

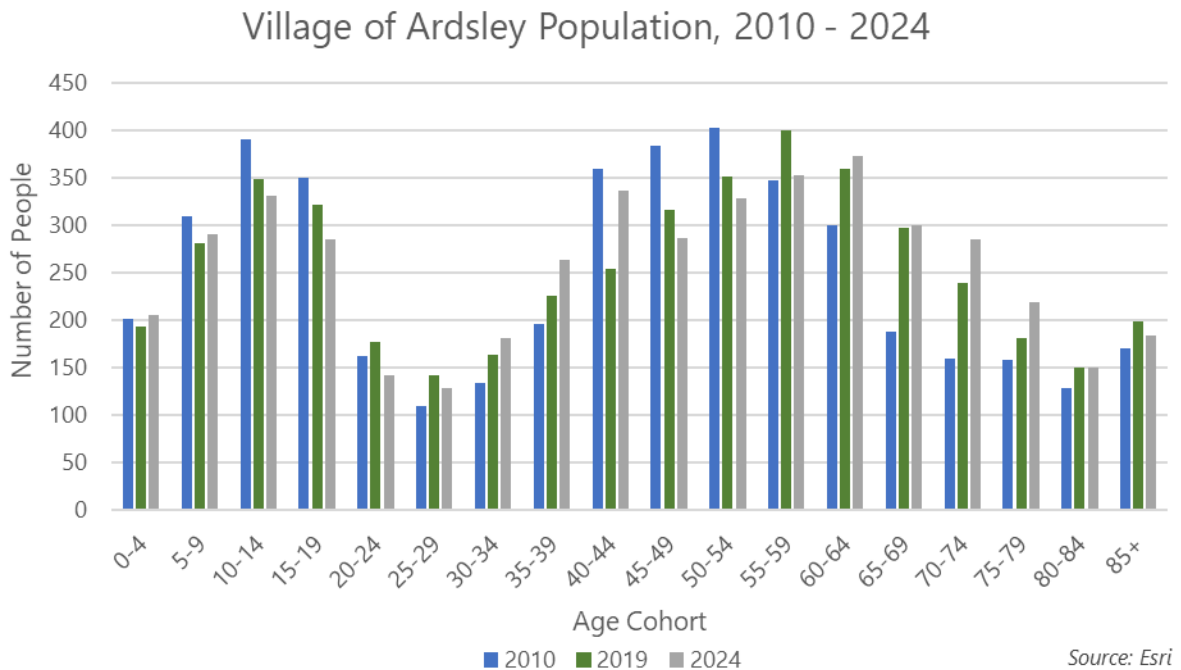
## CAMOIN 310

**Age**

Ardsey's population skews older relative to the County. The median age in the Village of Ardsley and Westchester County is 48.0 and 41.3, respectively. The breakdown of population by age cohort shows the Village of Ardsley outpaces the county in concentration of those in the age cohorts over 45. Specifically, the village has a significant presence of 55- to 64-year-olds at nearly 17% of the population.

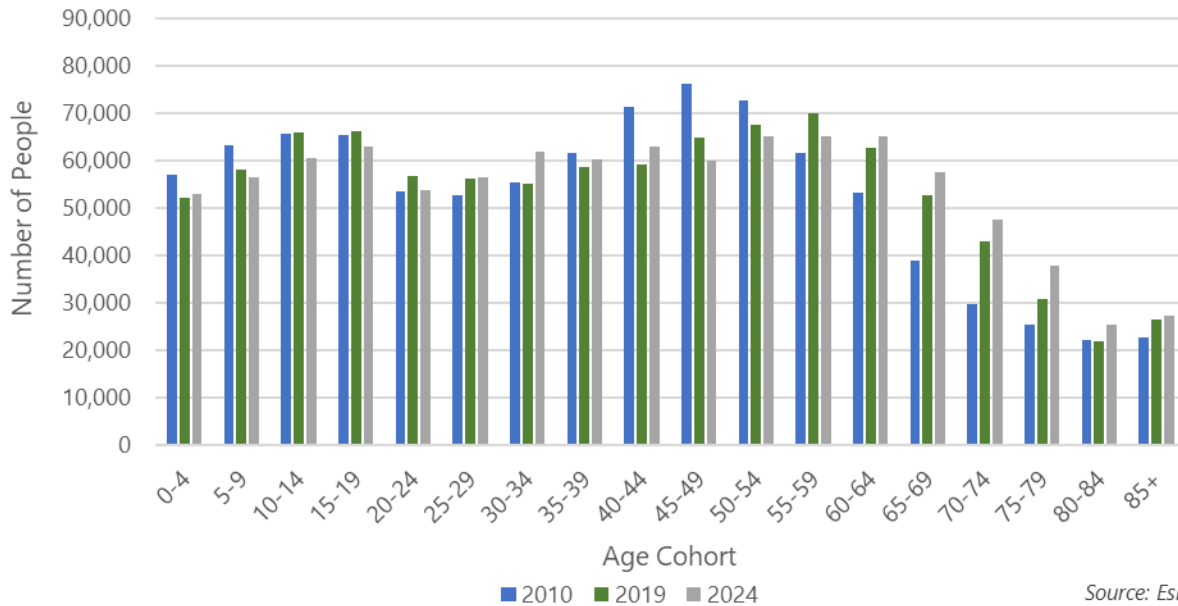


The figures below display how the distribution of age has changed from 2010 to 2024 for the Village of Ardsley and Westchester County. Since 2010, the Village of Ardsley has experienced a decline in population for those under the age of 19, and a steady increase in those aged 30 to 39 and 60 and above. This trend is also exhibited at the county level.





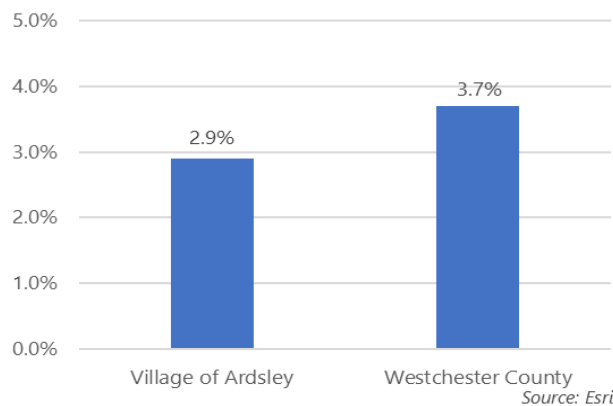
## Westchester County Population, 2010 - 2024



### UNEMPLOYMENT RATE

As of 2019, the unemployment rate in the Village of Ardsley was 2.9%. Unemployment is slightly higher in the county at 3.7%.

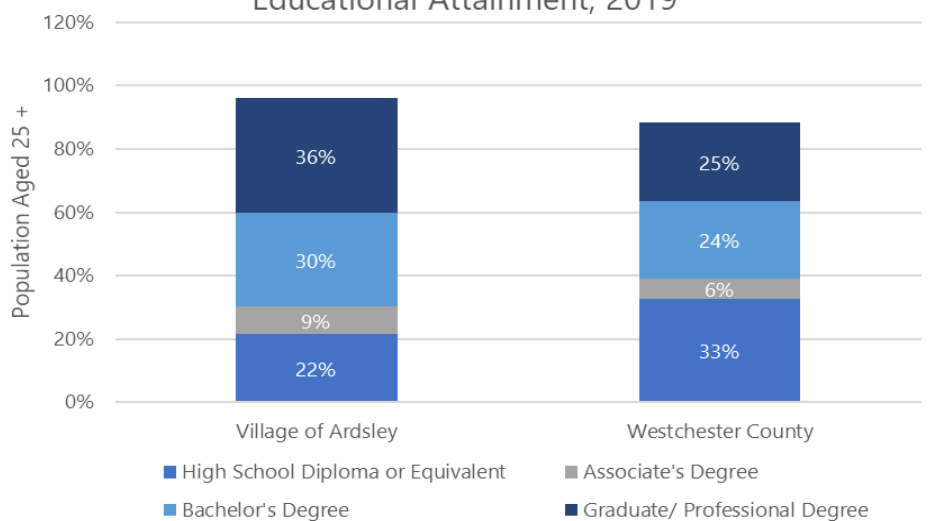
### Unemployment Rate, 2019



### EDUCATIONAL ATTAINMENT

The population of the Village of Ardsley has a greater educational attainment than the surrounding county. Over 36% of the village population has a graduate or professional degree compared to 25% of the county.

### Educational Attainment, 2019

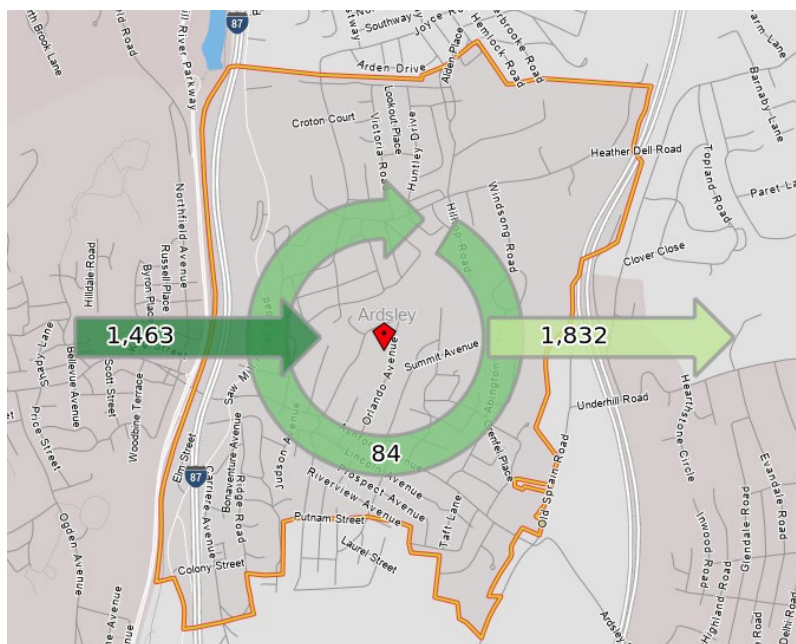


## CAMOIN 310

## COMMUTER TRENDS

As of 2017, nearly 1,500 people commute into the Village of Ardsley for work. Approximately 84 village residents both live and work within the village and over 1,800 Village of Ardsley residents commute out of the village for work. Over a third (37.3%) of village residents work in New York City. Village residents also work in Yonkers City (6.1%), White Plains City (5.6%), and various other locations. Approximately 4.4% of village residents work within the village limits. With regards to distance to work, 45% of village residents travel less than 10 miles to work while 3.7% travel over 50 miles. The longer commutes represent work locations all over the United States including Albany, Rochester, Baltimore, Boston, and Columbus. These are likely remote focused positions.

Village of Ardsley Inflow/Outflow, 2017



Source: U.S. Census Bureau, OnTheMap

Approximately 22.4% of people working in the village live in New York City, with an additional 14.0% living within Yonkers City and 5.4% living within the Village of Ardsley itself. Almost half of village workers (49.7%) travel less than 10 miles to work, while 3.7% travel greater than 50 miles to work. Commute times for Village of Ardsley residents also vary greatly with 48.5% of residents traveling less than 10 miles to work. A significant portion of Ardsley's workforce travels from the New York City and Hudson Valley Region and likely commute through a combination of driving, train, and bus.

Where Village of Ardsley Residents Work, 2017

	Number	Percent
New York city, NY	715	37.3%
Yonkers city, NY	117	6.1%
White Plains city, NY	108	5.6%
Ardsley village, NY	84	4.4%
Dobbs Ferry village, NY	30	1.6%
Harrison village, NY	29	1.5%
Mount Vernon city, NY	28	1.5%
Stamford city, CT	27	1.4%
New Rochelle city, NY	24	1.3%
Tarrytown village, NY	24	1.3%
All Other Locations	730	38.1%
<b>Total</b>	<b>1,916</b>	<b>100.0%</b>

Source: U.S. Census Bureau, OnTheMap

Where Village of Ardsley Workers Live, 2017

	Number	Percent
New York city, NY	347	22.4%
Yonkers city, NY	217	14.0%
Ardsley village, NY	84	5.4%
White Plains city, NY	50	3.2%
Mount Vernon city, NY	37	2.4%
New Rochelle city, NY	34	2.2%
Dobbs Ferry village, NY	31	2.0%
Peekskill city, NY	17	1.1%
Ossining village, NY	16	1.0%
Port Chester village, NY	16	1.0%
All Other Locations	698	45.1%
<b>Total</b>	<b>1,547</b>	<b>100.0%</b>

Source: U.S. Census Bureau, OnTheMap

## ECONOMIC OVERVIEW

### BUSINESS SUMMARY

The figure to the right displays the businesses within the Village of Ardsley by industry. In total there are 237 businesses within the village, with 17.3% being Other Services (except Public Administration)<sup>1</sup>, 12.7% Accommodation & Food Services, and 11.4% Retail.

### INDUSTRY MIX

The tables on the following pages display the industry mix for Ardsley and Westchester County by number of jobs, average earnings per job and location quotient.<sup>2</sup> Industry data is collected for the Village of Ardsley at the ZIP Code level (10502).

Overall, there are 2,862 jobs in Ardsley. Between 2019 and 2024, Ardsley is projected to add an additional 129 jobs for a growth rate of 5%, outpacing growth at the county level (3%). Despite higher household earnings in the village, average earnings *per job* are slightly lower compared to Westchester County, \$83,400 compared to \$89,000. The following are key industries in the village based on number of jobs, relative concentration, and growth:

- ◆ **Health Care and Social Assistance:**

This is the largest industry by number of jobs in the Ardsley, with 668 jobs or 23% of all jobs as of 2019. This is also the largest industry within the county with over 80,000 jobs. Health Care and

Social Assistance is the strongest growing industry in both geographies. Between 2019 and 2024, the industry is projected to gain an additional 70 jobs in Ardsley for a growth of 10% and add over 7,200 jobs

Description	Number of Businesses	Percent of Total Businesses
Agriculture, Forestry, Fishing & Hunting	1	0.4%
Mining	0	0.0%
Utilities	0	0.0%
Construction	14	5.9%
Manufacturing	5	2.1%
Wholesale Trade	4	1.7%
Retail Trade	27	11.4%
Motor Vehicle & Parts Dealers	1	0.4%
Furniture & Home Furnishings Stores	0	0.0%
Electronics & Appliance Stores	2	0.8%
Bldg Material & Garden Equipment & Supplies Dealers	6	2.5%
Food & Beverage Stores	4	1.7%
Health & Personal Care Stores	4	1.7%
Gasoline Stations	4	1.7%
Clothing & Clothing Accessories Stores	3	1.3%
Sport Goods, Hobby, Book, & Music Stores	1	0.4%
General Merchandise Stores	0	0.0%
Miscellaneous Store Retailers	2	0.8%
Nonstore Retailers	0	0.0%
Transportation & Warehousing	6	2.5%
Information	3	1.3%
Finance & Insurance	9	3.8%
Real Estate, Rental & Leasing	5	2.1%
Professional, Scientific & Tech Services	20	8.4%
Management of Companies & Enterprises	1	0.4%
Administrative & Support & Waste Management & Remediation Services	8	3.4%
Educational Services	14	5.9%
Health Care & Social Assistance	20	8.4%
Arts, Entertainment & Recreation	7	3.0%
Accommodation & Food Services	30	12.7%
Accommodation	2	0.8%
Food Services & Drinking Places	28	11.8%
Other Services (except Public Administration)	41	17.3%
Public Administration	10	4.2%
Unclassified Establishments	12	5.1%
<b>Total</b>	<b>237</b>	<b>100%</b>

Source: Esri

<sup>1</sup> This sector includes businesses such as equipment and machine repair, dry-cleaning and laundry, personal care services, pet care, and similar types of otherwise unclassified services.

<sup>2</sup> Location Quotient (LQ) analysis compares the concentration of an industry within the geography to the national average. LQ is calculated by dividing the percent of jobs within each industry locally by the percent of jobs in the same industry at the national level. For example, if the finance and insurance industry accounts for 2% of jobs in a community and at the national level this industry has 1% of the total jobs, the community has a LQ of 2.0 ( $0.02 \div 0.01 = 2$ ). In this example, the local community employs twice as many individuals in the industry as expected based on national employment patterns. Values above 1.20 are considered "significant" findings in LQ analysis. Industries with a high LQ and high employment numbers are assumed to produce more than what is needed locally (i.e. a surplus) and export their products and services.

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in the county for a growth of 9%. Average earnings in this industry are higher in Ardsley than Westchester County at \$91,600 and \$77,000 respectively. Specifically, Offices of Physicians (except Mental Health Specialists); Home Health Care Services; and Assisted Living Facilities for the Elderly rank as the largest job contributors to the Ardsley economy and are projected to grow upwards of 15% between 2019 and 2024.

- ◆ **Arts, Entertainment, and Recreation:** The Arts, Entertainment, and Recreation industry has the highest location quotient within Ardsley with an LQ of 3.06. This industry is also highly concentrated at the county level with an LQ of 1.68. Looking forward to 2024, this industry is projected to grow across both geographies. The Arts, Entertainment, and Recreation industry has lower than average earnings for both geographies at \$36,400 per job in Ardsley and slightly higher at \$44,000 per job in Westchester County. Ardsley's Fitness and Recreational Sports Centers industry is highly concentrated with an LQ of 6.05 and is projected to grow 8% into 2024. This sector includes House of Sports, located on Elm Street.
- ◆ **Real Estate and Rental and Leasing:** The second most concentrated industry within Ardsley is Real Estate and Rental and Leasing with a LQ of 2.95. This industry is also highly concentrated at the county level with an LQ of 1.53. Ardsley is projected to see a 11% growth in this industry between 2019 and 2024, while the county is projected to grow 2%. The Other Commercial and Industrial Machinery and Equipment Rental and Leasing subsector is extremely concentrated within Ardsley with an LQ of 68.5. This subsector is projected to gain an additional 15 jobs within Ardsley into 2024, for a growth of 17%.

Despite retail being one of the largest components of Ardsley's business mix, retail makes up a below-average portion of the economy relative to the U.S. as a whole with a LQ of only 0.68. This indicates that the village may be underserved by retail and have additional potential. Retail potential is evaluated further in the retail section of the market analysis. The Utilities and Mining, Quarrying, and Oil and Gas Extraction industries are significant at the county level but are not present within Ardsley, presenting a potential opportunity for the village. The industries have high average earnings within the county at \$216,800 per job in Utilities and \$149,400 per jobs for in Mining,

Ardsley (10502) Jobs by Industry, 2019 - 2024							
NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change	Avg. Earnings Per Job	2019 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	-	-	-	0%	\$ -	0.00
21	Mining, Quarrying, and Oil and Gas Extraction	-	-	-	0%	\$ -	0.00
22	Utilities	-	-	-	0%	\$ -	0.00
23	Construction	112	120	8	7%	\$ 85,450	0.69
31	Manufacturing	106	116	10	9%	\$ 49,844	0.47
42	Wholesale Trade	137	126	(11)	(8%)	\$ 142,771	1.31
44	Retail Trade	193	205	12	6%	\$ 45,081	0.68
48	Transportation and Warehousing	58	59	1	2%	\$ 48,899	0.54
51	Information	30	29	(1)	(3%)	\$ 104,388	0.58
52	Finance and Insurance	36	35	(1)	(3%)	\$ 139,079	0.32
53	Real Estate and Rental and Leasing	144	160	16	11%	\$ 77,395	2.95
54	Professional, Scientific, and Technical Services	173	172	(1)	(1%)	\$ 90,612	0.92
55	Management of Companies and Enterprises	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.19
56	Administrative and Support and Waste Management and Remediation Services	70	71	1	1%	\$ 77,999	0.39
61	Educational Services	26	28	2	8%	\$ 55,810	0.35
62	Health Care and Social Assistance	668	738	70	10%	\$ 91,574	1.84
71	Arts, Entertainment, and Recreation	153	164	11	7%	\$ 36,404	3.06
72	Accommodation and Food Services	255	268	13	5%	\$ 35,632	1.04
81	Other Services (except Public Administration)	200	197	(3)	(2%)	\$ 31,897	1.48
90	Government	486	490	4	1%	\$ 137,245	1.14
99	Unclassified Industry	<10	<10	Insf. Data	Insf. Data	Insf. Data	2.42
Total		2,862	2,991	129	5%	\$ 83,521	

Source: EMSI

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Quarrying, and Oil and Gas Extraction. Furthermore, both industries are projected to grow into 2024. While these types of industrial activities may not be suited for the village, these industries may pose opportunities for the village in terms of “spinoff” activities or support services.

Westchester County Jobs by Industry, 2019 - 2024							
NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change	Avg. Earnings Per Job	2019 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	487	467	(20)	(4%)	\$ 54,886	0.09
21	Mining, Quarrying, and Oil and Gas Extraction	15	21	6	40%	\$ 149,393	0.01
22	Utilities	2,681	2,843	162	6%	\$ 216,841	1.66
23	Construction	34,330	37,440	3,110	9%	\$ 86,885	1.27
31	Manufacturing	13,299	12,451	(848)	(6%)	\$ 125,747	0.35
42	Wholesale Trade	14,123	13,416	(707)	(5%)	\$ 111,761	0.81
44	Retail Trade	50,066	49,288	(778)	(2%)	\$ 45,315	1.06
48	Transportation and Warehousing	13,669	14,154	485	4%	\$ 70,032	0.77
51	Information	8,405	7,373	(1,032)	(12%)	\$ 105,704	0.97
52	Finance and Insurance	19,829	19,265	(564)	(3%)	\$ 201,879	1.04
53	Real Estate and Rental and Leasing	12,347	12,572	225	2%	\$ 80,809	1.53
54	Professional, Scientific, and Technical Services	33,593	33,899	306	1%	\$ 140,114	1.07
55	Management of Companies and Enterprises	9,074	8,834	(240)	(3%)	\$ 230,548	1.32
56	Administrative and Support and Waste Management and Remediation Services	26,586	28,060	1,474	6%	\$ 57,180	0.90
61	Educational Services	19,258	20,409	1,151	6%	\$ 54,207	1.57
62	Health Care and Social Assistance	80,108	87,341	7,233	9%	\$ 76,911	1.32
71	Arts, Entertainment, and Recreation	13,934	14,611	677	5%	\$ 43,996	1.68
72	Accommodation and Food Services	31,866	34,231	2,365	7%	\$ 33,147	0.78
81	Other Services (except Public Administration)	27,844	27,297	(547)	(2%)	\$ 38,955	1.24
90	Government	62,868	63,493	625	1%	\$ 128,000	0.89
99	Unclassified Industry	947	784	(163)	(17%)	\$ 63,294	2.29
Total		475,327	488,250	12,923	3%	\$ 89,084	

Source: EMSI



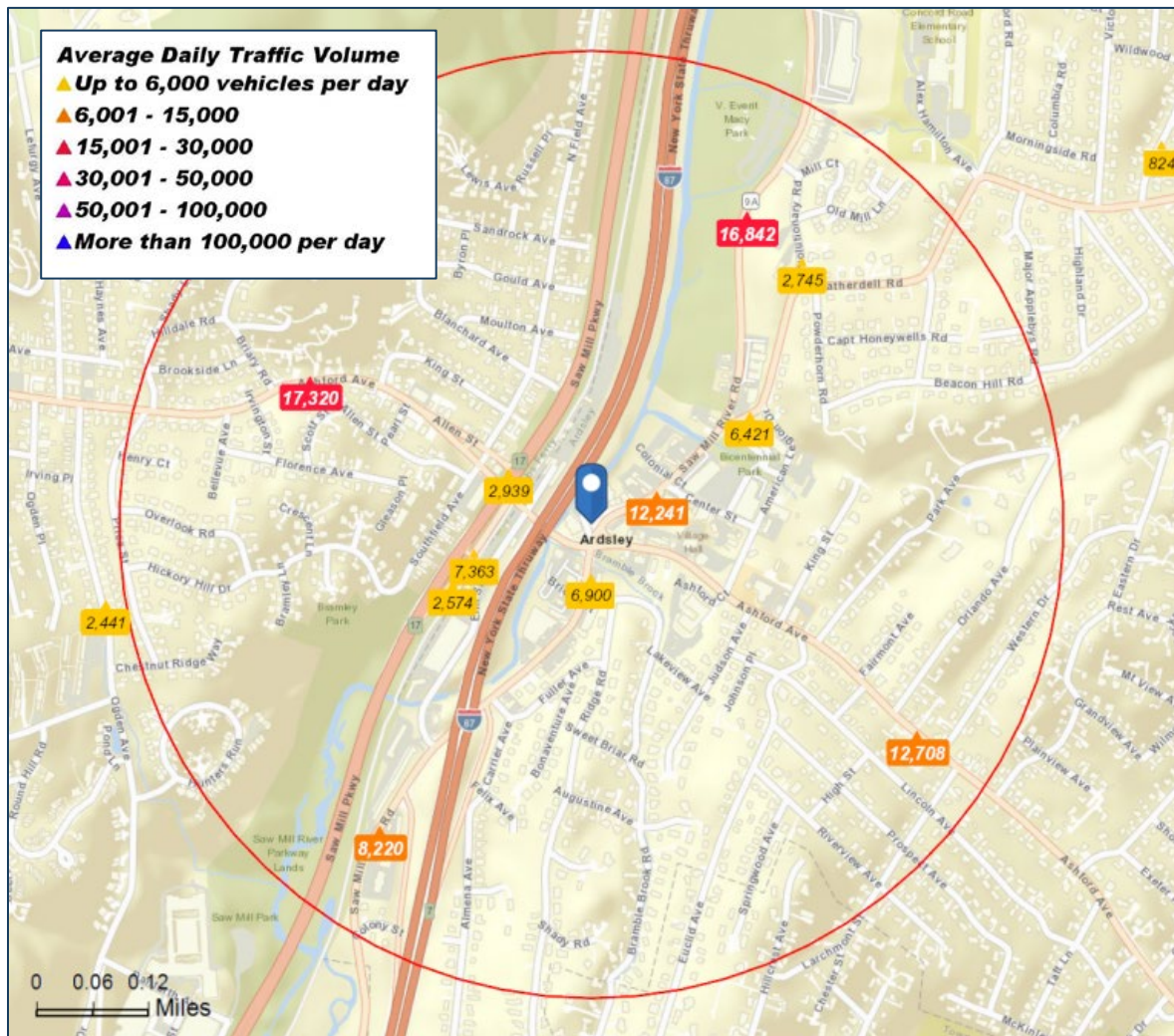
# DEVELOPMENT ENVIRONMENT

## Visibility & Accessibility

One of Ardsley's most significant competitive advantages is its accessibility via major transportation networks including I-87, the Saw Mill Parkway, and NYS Route 9A (Saw Mill River Road). High traffic levels offer opportunities and challenges for economic development in the Village. Retailers evaluate traffic counts to make site location decisions, and often have traffic thresholds that make sites attractive for their business model.

Traffic Counts (Average Daily Traffic Volume)	
Roadway	Average Daily Traffic
Saw Mill Parkway	55,749
I-87	47,179
Ashford Ave (West of 9A)	17,131
Ashford Ave (East of 9A)	12,708
Route 9A	12,241

Source: ESRI; NYSDOT



Source: ESRI

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While relatively high traffic counts, particularly along the route 9A corridor through the Central Business District, are attractive for certain types of retailers, high traffic volumes have proven to be detrimental to having a successful traditional downtown commercial district. Route 9A through the Business District is an auto-oriented corridor designed for traffic efficiency. The Route 9A segment adjacent to Addyman Square is four lanes wide and no traffic calming measures are currently employed. The lack of a pedestrian-friendly environment in the Business District is a critical barrier to new development and business growth as foot traffic is currently minimal and below levels necessary to support traditional downtown business types. In addition, there is very limited parking available in the downtown area, which compounds the challenge for businesses in the Business District, particularly in the Addyman Square vicinity. It should also be noted that interviews conducted with business and property owners indicate that despite high traffic volumes, stringent signage regulations within the Village prevent businesses from converting commuters and other transient travelers on 9A into customers, which has adversely impacted the viability of existing and prior businesses.

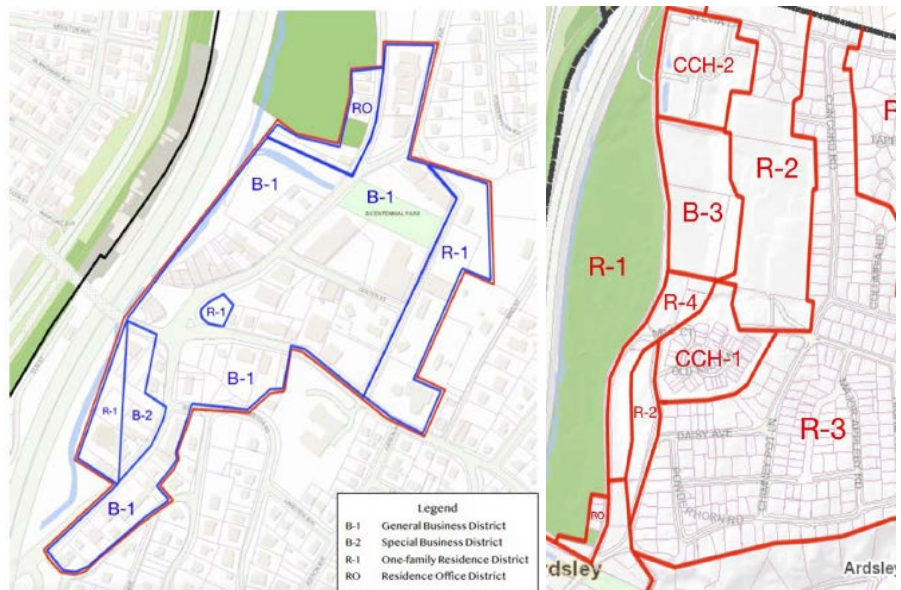
## Regulatory Environment

Ardsley's commercial properties generally fall within three business districts, as shown to the right. The majority of the Central Business District is zoned General Business (B-1), which allows building heights of 30 feet (or two stories).

The Special Business District (B-2), found along Elm Street and southwest of the Ashford Ave and the Route 9A intersection, allows greater building heights of 45 feet (or three stories).

The B-3 Shopping Center Business District allows only large lot sizes and single-story buildings, consistent with the strip retail plazas that currently make up the district.

The permitted uses for each of the major commercial zoning districts are discussed on the following page.



Commercial Zoning District Physical Development Regulations

District	Lot Size Minimum (SF)	Max Coverage	Building Height
B-1 General Business	5,000	65%	30' 2 Stories
B-2 Special Business	5,000	N/A	45' 3 Stories
B-3 Shopping Center Business	4 acres	20%	25' 1 Story

Source: Village of Ardsley Zoning Code

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**General Business (B-1)**

The Central Business District is predominantly zoned General Business (B-1), which permits a variety of uses including retail, services, office, and restaurants (except for quick service eating and drinking establishments that require special permit approval). Residential uses are also allowed, except on the ground floor level of buildings. It is also worth noting that limited manufacturing is also permitted for shops that make products to be sold on the premises. While uses are permitted, all plans and uses are still subject to approval by the Board of Trustees after Public Hearing. Additionally, any permitted nonresidential use over 20,000 square feet requires special permit approval of the Board of Trustees.

**Special Business (B-2)**

This district generally allows for all uses that are not otherwise prohibited. The Village zoning regulations provide a list of prohibited uses, which are generally industrial or nuisance in nature. However, there are some notable prohibitions such as breweries and alcohol manufacturing, amusements and sports uses, motels, and residential uses, which are not typically nuisance uses and may align with economic opportunities identified for Ardsley. Quick service eating and drinking establishments require a special permit. Similar to the General Business District, all plans and uses are subject to the approval of the Board of Trustees after public hearing.

**Special Business (B-3)**

The Special Business District encompasses the two retail strip centers along Route 9A in the village. The permitted uses reflect the current business mix, including retail businesses, personal service shops, banks, offices, and restaurants. Quick service eating and drinking establishments are subject to approval of the Zoning Board of Appeals. Site plan approval is required for the use, erection, enlargement, or alteration of any building or property in the district.

**DEVELOPMENT ENVIRONMENT KEY TAKEAWAYS**

- ♦ The Village is easily accessible via I-87 and major roadways, offering an advantageous location for both businesses and commuters.
- ♦ High traffic volumes through the Village, particularly on Route 9A, are attractive for many retailers but also is a critical barrier to the creation of a traditional pedestrian-oriented downtown shopping district.
- ♦ Signage regulations were identified as a significant issue facing local businesses, which have difficulty capitalizing on high traffic volumes due to a lack of visibility.
- ♦ Height restrictions in commercial districts are restrictive and generally prohibitive for any significant development projects, which are generally infeasible with existing limits.

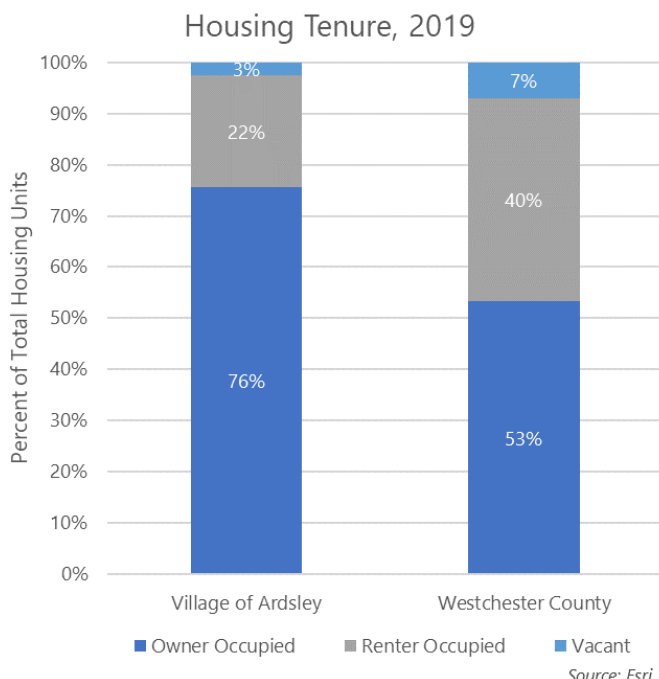
# MARKET ANALYSIS

The market analysis delves into trends and opportunities within the Village of Ardsley's housing, retail and commercial office, and tourism/hospitality sectors. The analysis considers the existing supply for each of these use categories, as well as the current and expected future demand for additional space. The market analysis includes both data analysis and information gathered from interviews with business owners, property owners, developers, realtors, and economic development professionals (see Appendix for a list of interviewees). The purpose of the analysis is to identify specific market opportunities for the Village of Ardsley, as well as barriers and constraints that may prevent the village from capitalizing on the opportunities that exist. The results are intended to inform the development strategy that will detail recommended steps for the village to undertake to attract new investment in development and redevelopment projects and to grow its local economy.

## HOUSING MARKET

### HOUSING TENURE

Housing stock in the Village of Ardsley is predominately owner occupied at 76% of the total housing units. There is little housing vacancy within the village at 3% compared to the county with a vacancy rate of 7%. According to the draft 2019 Ardsley Comprehensive Plan, Ardsley has the highest percentage of homeowners compared to other communities in Westchester County include Hastings-on-Hudson, Hartsdale, Greenburg, Irvington, and Dobbs Ferry. Low vacancy rates indicate that there is very likely unmet demand for additional housing in the village.



### HOUSING CHARACTERISTICS

The figure below displays the housing units by type of structure for the village and county. The housing stock in the Village of Ardsley is predominately detached single family homes at 74% of all housing units. Structures with 50 or more units are the second largest housing type, making up 11% of the total housing stock. This includes the Atria



## CAMOIN 310

Woodlands, senior living community with 175 units as of February 2020. In comparison, Westchester County has a greater variety of multifamily options with half of its housing stock having 2 or more units.

Housing Units by Type, 2017				
	Village of Ardsley		Westchester County	
	Number	Percent	Number	Percent
1 Detached	1,238	74%	165,520	44%
1 Attached	58	3%	21,150	6%
2 Units	94	6%	31,339	8%
3 or 4 Units	28	2%	31,628	8%
5 to 9 Units	7	0%	18,798	5%
10 to 19 Units	20	1%	15,903	4%
20 to 49 Units	54	3%	27,693	7%
50 or More Units	180	11%	60,446	16%
Mobile Homes	0	0%	609	0%
Boat/RV/Van/etc.	0	0%	150	0%
Total	1,679	100%	373,236	100%

Source: American Community Survey 2013 - 2017

In terms of age, the housing stock in the Village of Ardsley is similar to Westchester County, with median years built of 1957 and 1956. Few housing units have been built in either geography since 2010, although there has been a significant increase in recent years in the construction of multi-family housing within the county.

Housing Units by Year Built, 2017				
Year Built	Village of Ardsley		Westchester County	
	Number	Percent	Number	Percent
2014 or Later	0	0%	879	0%
2010 to 2013	11	1%	3,204	1%
2000 to 2009	182	11%	19,400	5%
1990 to 1999	121	7%	18,620	5%
1980 to 1989	43	3%	28,856	8%
1970 to 1979	98	6%	34,937	9%
1960 to 1969	201	12%	51,587	14%
1950 to 1959	565	34%	71,296	19%
1940 to 1949	155	9%	30,218	8%
1939 or Earlier	303	18%	114,239	31%
Median Year Structure Built	1957		1956	

Source: American Community Survey 2013 - 2017

## HOUSING PRICE POINTS

Home values in the village and county peaked during the 2006 housing bubble and have slowly increased since 2012, returning to similar levels. As shown in the figure below, values rose quickly from 2000 to 2006 whereas recent growth between 2012 and 2019 has been gradual. According to the Zillow Home Value Index,<sup>3</sup> the median home

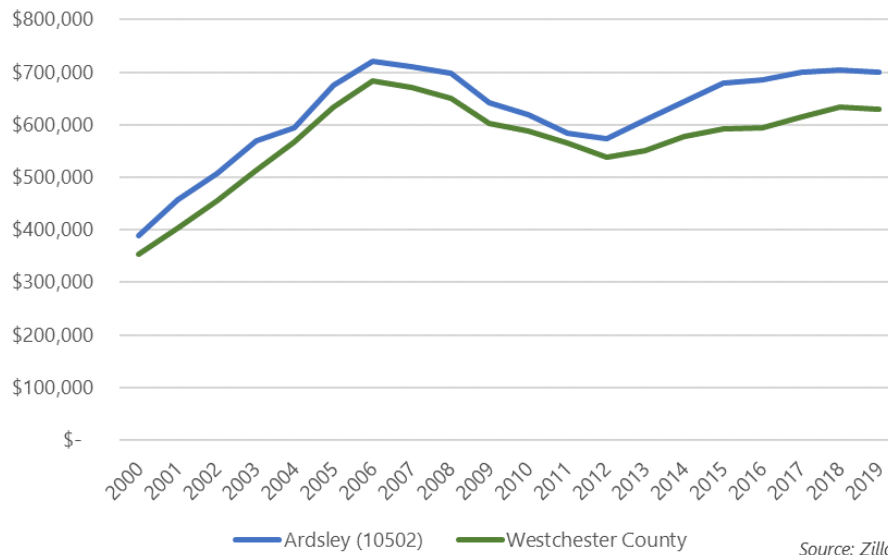
<sup>3</sup> The Zillow Home Value Index (ZHVI) differs from the methodology used by the American Community Survey and Esri and shows a somewhat higher median value for Ardsley homes. ZHVI is the median home market value for a given geography based on real time data.



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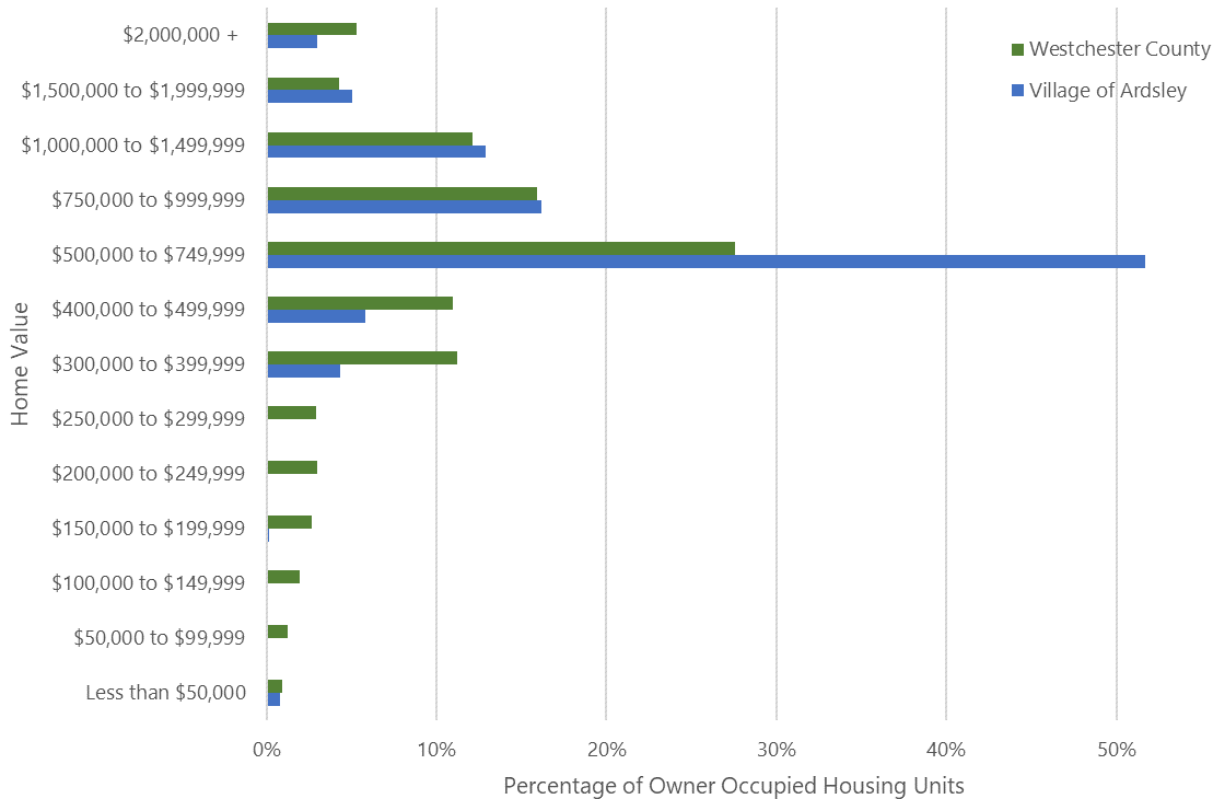
value in Ardsley (10502) was \$721,700 in 2006, about 3% higher than the current value of \$700,000. In comparison, the median home value in Westchester County declined 8% from \$684,400 in 2007 to \$628,500 in 2019.

Zillow Home Values, 2000 - 2019



The figure below displays the proportion of village and county owner-occupied homes within each price range. The village has a concentration of housing units valued between \$500,000 and \$749,999 at nearly 52% of all housing units.

Home Values, 2019



## CAMOIN 310

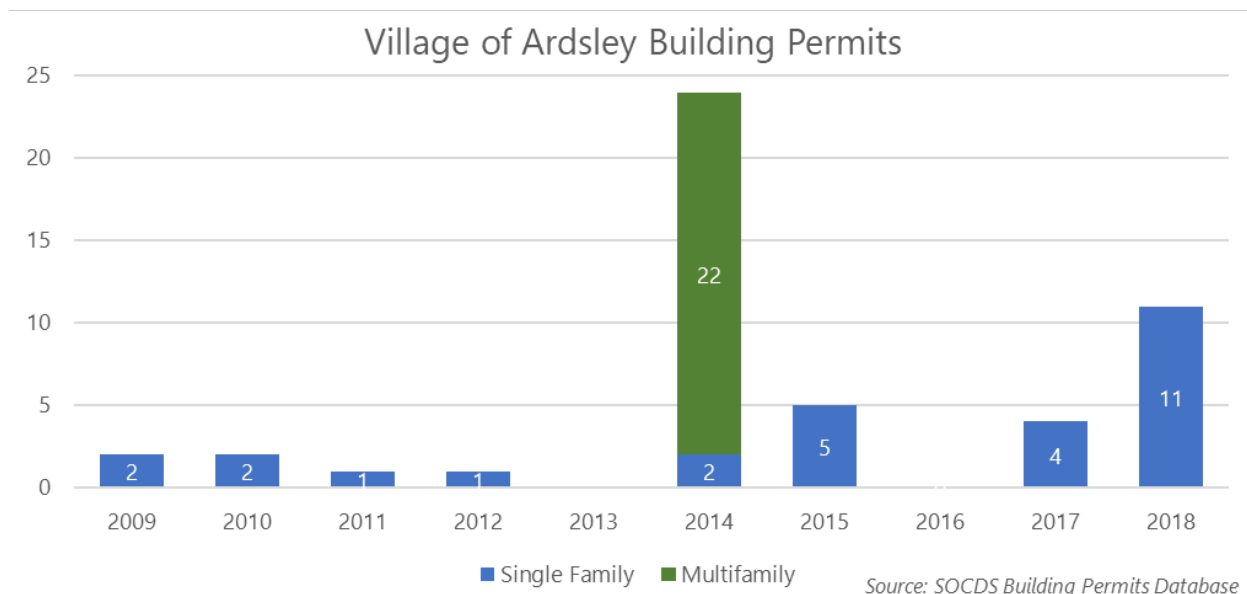
Tight vacancy and high home values are leading to a seller's market. According to Scott Elwell, Douglas Elliman's regional manager overseeing real estate sales in Westchester County, "Well-priced homes at pretty much every price point are seeing multiple bids and are moving quickly."<sup>4</sup> As of 2018, the median sales price for a single family home in the Village of Ardsley was \$725,000 and condominiums were almost half that at \$364,500.<sup>5</sup>

According to Zillow's Rent Index the estimated market rate rent within the Ardsley ZIP Code (10502) and Westchester County is \$2,340 per month. That rent level is generally consistent with interview findings, however, there are examples of considerably higher rent levels in Westchester County around the \$3,000/month price-point. Market research and interviews indicate that vacancy rates have begun to increase from very low levels to more healthy levels around 5% to 6% as developers have responded to the tight market supply by building significant numbers of new apartments in the county.

### HOUSING BUILDING PERMITS

The figures below display the number of building permits granted in the Village of Ardsley and Westchester County between 2009 and 2018. Overall, the Village of Ardsley's building permits are predominately single family with 2014 being the only year with multifamily permits. The multifamily building permits led to an uptick in total building permits with 22 multifamily permits and 2 single family. The number of single-family permits reached a high of 11 in 2018. The total number of building permits granted in Westchester County has varied annually from 2009 to 2018. Overall, multifamily building permits have exceeded single family permits each year in the county.

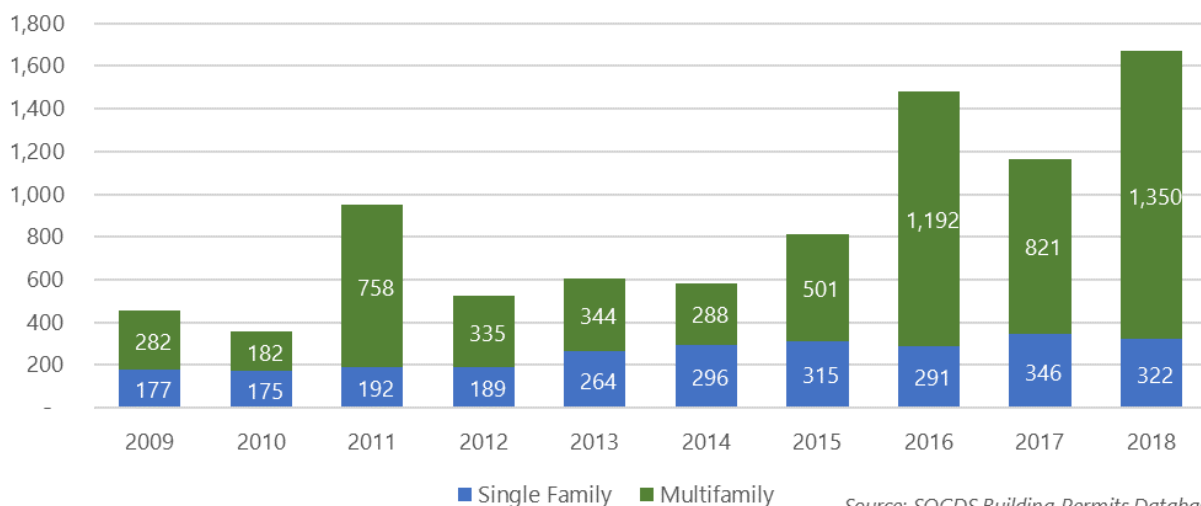
The Village of Ardsley's population comprises 0.5% of the total population of Westchester County. Despite this small percentage, the village captured 3.4% of the single-family permits in 2018 (11 permits out of 322 in the county). Conversely, the village has not been capturing new multifamily housing growth since its uptick in 2014.



<sup>4</sup> <https://www.crainsnewyork.com/real-estate/westchester-homeowners-turn-discounts-drive-higher-sales>

<sup>5</sup> November 2019 Westchester County Housing Needs Assessment

## Westchester County Building Permits



## Demographic Projections

The tables below analyze the change in households by income and age of householder for the Village of Ardsley and Westchester County. Esri projects that the village will have a net increase of 19 households between 2019 and 2024 while the county is projected to have a net increase of 3,542 households. *Please note that these figures are projections based on historical trends for the areas and are not reflective of any transformative projects that might occur.*

Projections for the village and county indicate that housing trends are favoring higher earning households. The village is projected to see a decline in households earning under \$149,999 and an increase in households earning at least \$150,000. This trend is also exhibited at the county level but at a lower threshold with a decline occurring in households earning under \$99,999. Both geographies anticipate the largest increase in householders with earnings over \$200,000. In terms of householder age, the leading demographic for both the town and county are households with householders aged 65 and older, which are expected to expand by 26 in the village and over 10,000 in the county. Overall, the Village of Ardsley is expected to see decreases in households with householders aged 45 to 64 with minimal declines in householders under the age of 34.

Village of Ardsley Change in Households by Income and Age of Householder, 2019 - 2024								
	<25	25-34	35-44	45-54	55-64	65-74	75+	Total
<\$15,000	0	0	0	0	0	0	0	0
\$15,000-\$24,999	0	0	0	(2)	(3)	0	(4)	(9)
\$25,000-\$34,999	0	(1)	0	(1)	(1)	0	0	(3)
\$35,000-\$49,999	0	0	1	(2)	(3)	0	(1)	(5)
\$50,000-\$74,999	0	0	0	(2)	(1)	(1)	(6)	(10)
\$75,000-\$99,999	(1)	(2)	2	(3)	(9)	(2)	1	(14)
\$100,000-\$149,999	0	(1)	0	(10)	(5)	1	5	(10)
\$150,000-\$199,999	0	1	13	(3)	(2)	6	3	18
\$200,000+	0	1	32	(8)	3	16	8	52
Total	(1)	(2)	48	(31)	(21)	20	6	19

Source: Esri

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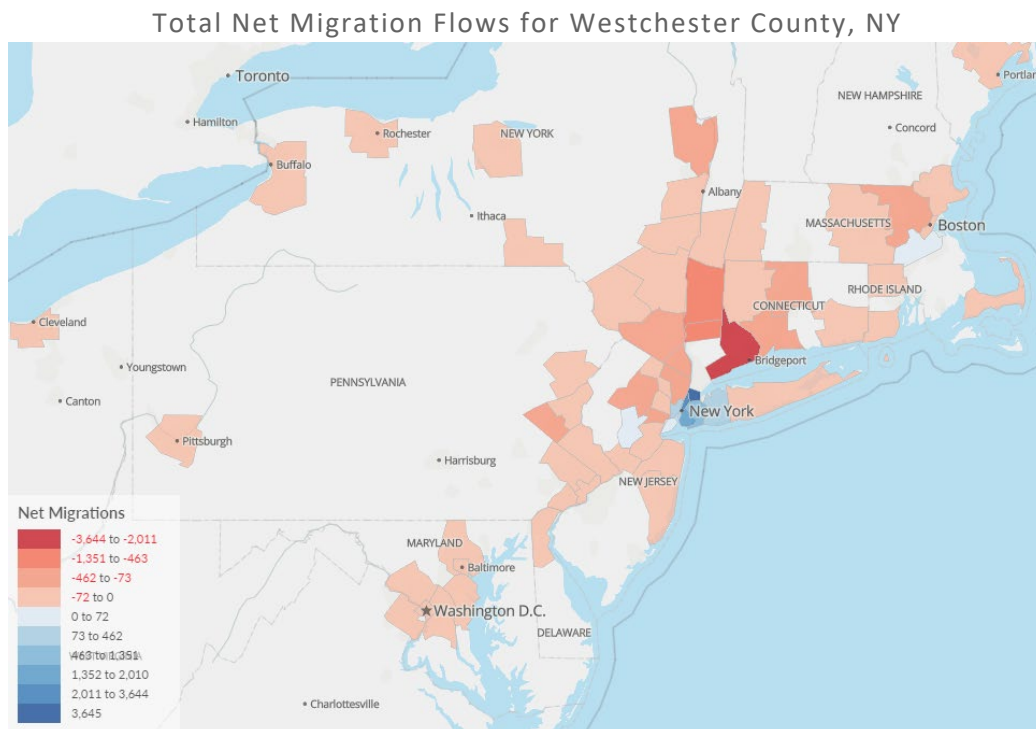
Westchester County Change in Households by Income and Age of Householder, 2019 - 2024								
	<25	25-34	35-44	45-54	55-64	65-74	75+	Total
<\$15,000	(57)	(501)	(551)	(740)	(1,199)	(540)	(77)	(3,665)
\$15,000-\$24,999	(151)	(460)	(638)	(756)	(1,075)	(633)	(194)	(3,907)
\$25,000-\$34,999	(133)	(453)	(523)	(817)	(693)	(412)	172	(2,859)
\$35,000-\$49,999	(80)	(291)	(649)	(937)	(908)	(362)	286	(2,941)
\$50,000-\$74,999	(102)	(463)	(1,046)	(1,567)	(1,491)	(408)	317	(4,760)
\$75,000-\$99,999	8	39	(626)	(672)	(819)	176	664	(1,230)
\$100,000-\$149,999	47	923	67	(1,054)	(379)	1,038	1,576	2,218
\$150,000-\$199,999	43	1,275	1,613	592	1,005	1,567	1,143	7,238
\$200,000+	51	1,733	3,000	646	2,230	3,612	2,176	13,448
Total	(374)	1,802	647	(5,305)	(3,329)	4,038	6,063	3,542

Source: Esri

## MIGRATION

As of 2016, Westchester County had a negative net migration of 1,728, indicating that more people are leaving the county than moving into the county. Counties contributing the most inbound migration to Westchester County include Bronx County, NY; New York County, NY; Kings County, NY; and Queens County, NY. The top outbound counties, or places that Westchester County residents moved to, are Fairfield County, CT; Putnam County, NY; Dutchess County, NY; and Palm Beach County, FL. Texas, Florida, North Carolina, and South Carolina are among the states experiencing an influx of Westchester County residents, suggesting residents are moving south for retirement.

The figure below displays the net migration for Westchester County. Counties represented in dark and light orange indicate counties with populations that had a negative net migration of people moving to Westchester County. Counties in light and dark blue are areas where residents are moving to Westchester County. The counties surrounding New York City are contributing to the greatest in-migration for Westchester County; these counties face similar high housing prices and have urban lifestyle preferences.



Source: EMSI

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Developers are taking notice of demographic projections and migration trends across the county and have planned multifamily and mixed-use development developments to meet the needs of millennials and empty nesters. The executive vice president at RXR Realty, Seth Pinsky, has noted the desire for walkable, connected, and diverse neighborhoods. He elaborated that, "for a city to be successful, it is going to have to offer that unique experience within a stone's throw away."<sup>6</sup>

**HOUSING MARKET KEY TAKEAWAYS**

- ◆ The Village of Ardsley has a housing vacancy rate of 2.5%, which is very low and suggests a very limited supply of housing is available for potential buyers. Typically, a healthy market has a vacancy rate around 10%.
- ◆ The housing stock is predominately single-family with limited multifamily options. The multifamily options that do exist are primarily targeted at seniors.
- ◆ The majority of homes within the village are valued between \$500,000 and \$749,999.
- ◆ Seniors and individuals aged 35 to 44 are expected to drive housing demand in both the village and county into 2024.
- ◆ Westchester County is experiencing an influx of residents from New York City and the surrounding area. This market typically yearns for an amenity filled, walkable connected community.

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<sup>6</sup> Real Estate In-Depth, "Developers Flock to Westchester's Cities to Build New Projects" April 2017  
<http://www.realestateindepth.com/news/developers-flock-to-westchesters-cities-to-build-new-projects/>



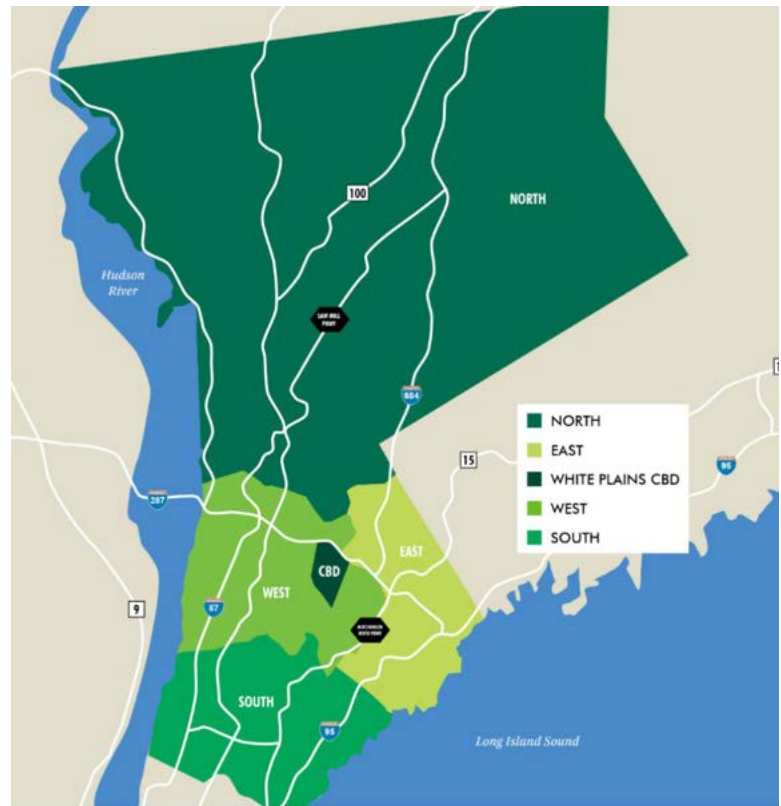
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## OFFICE MARKET

## SUPPLY

According to CBRE, the low unemployment rate in Westchester County has placed excess pressure on the county's office market. As of Q4 2019, there was approximately 4.4 million SF of available office space within Westchester County with nearly 588,000 SF of that space within the West Submarket (which includes the Village of Ardsley). Average asking rent across the county was \$26.22 per SF per year, just below the asking rate in the southern part of the county at \$27.01 and the county average at \$28.33. Downtown office space commanded the high rates with an average asking rent of \$34.73 per SF per year in the White Plains Central Business District. The West Submarket had the highest vacancy rate at 20% and low absorption of 3,500 SF. The health care sector remains a large driver of the Westchester County office market holding approximately 20% of office lease square footage in 2018 and 2019.<sup>7</sup>

Westchester County Submarkets



Source: CBRE

Office Market Statistics, Q4 2019

	Market Rentable Area (SF)	Total Available (SF)	Availability Rate	Vacancy Rate	Net Absorption (SF)	Leasing Activity (SF)	Average Asking Rent (\$/SF/year)
West Submarket	2,863,217	587,808	20.8%	20.5%	3,518	23,682	\$ 26.22
Westchester County	26,433,457	4,360,416	16.5%	15.5%	142,909	311,730	\$ 28.33

Source: CBRE Research, Q4 2019

During Q4 2019, 70% of leasing activity throughout Westchester County was associated with Class A space indicating preferences for higher end space rich in amenities. Older, outdated office stock across the county has been adaptively repurposed into other uses including medical, retail, and residential. This has helped to reduce the availability of space across the county by nearly a million square feet from Q4 2016 to Q1 2018. During that timeframe, negative absorption of office space coincided with asking rents rising by \$2.02 per SF per year. Recent adaptive reuse projects include:<sup>8</sup>

- ◆ 333,000 SF of office space at 440 Hamilton Ave in the City of White Plains was repurposed into 245 residential units in 2017.

<sup>7</sup> CBRE Marketview Westchester County Office, Q4 2019<sup>8</sup> CBRE Westchester Viewport, "Adaptive Repurposing in Westchester: Redistribution of Space Makes Way for a Healthy Market" April 2018.

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- ◆ 122,000 SF of office space at 555 White Plains Road in Tarrytown was converted into a fitness center in 2017.

Tightening of the office market is signaling adaptive reuse will decline across the county.

## DEMAND

### Traditional Office Space

Future demand for office space is dependent on growth in office-utilizing industry sectors. Both Ardsley (10502) and Westchester County are projected to remain stagnant in terms of office jobs from 2019 to 2024. Projected growth trends combined with a general trend of adaptive reuse, often into residential uses, indicates the market would not support additional office space within the Village of Ardsley. It is unlikely that any new office space development will occur in the market unless it is for a highly specialized user. However, the May 2019 Ardsley Comprehensive Plan identifies an opportunity for coworking spaces for small companies and entrepreneurs; however, the Village doesn't have a large concentration of very young professionals and entrepreneurs that generally serve as the primary market for coworking businesses.

Ardsley (10502) Projected Growth in Office-Utilizing Industries, 2019 - 2024					
NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change
51	Information	30	29	(1)	(3%)
52	Finance and Insurance	36	35	(1)	(3%)
54	Professional, Scientific, and Technical Services	173	172	(1)	(1%)
55	Management of Companies and Enterprises	<10	<10	Insf. Data	Insf. Data
56	Administrative and Support and Waste Management and Remediation Services	70	71	1	1%
81	Other Services (except Public Administration)	200	197	(3)	(2%)
90	Government	486	490	4	1%
Office-Utilizing Industries		1,000	1,000	0	0%

Source: EMSI

Westchester County Projected Growth in Office-Utilizing Industries, 2019 - 2024					
NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change
51	Information	8,405	7,373	(1,032)	(12%)
52	Finance and Insurance	19,829	19,265	(564)	(3%)
54	Professional, Scientific, and Technical Services	33,593	33,899	306	1%
55	Management of Companies and Enterprises	9,074	8,834	(240)	(3%)
56	Administrative and Support and Waste Management and Remediation Services	26,586	28,060	1,474	6%
81	Other Services (except Public Administration)	27,844	27,297	(547)	(2%)
90	Government	62,868	63,493	625	1%
Office-Utilizing Industries		188,199	188,221	21	0%

Source: EMSI

### Medical Office Space

Nationally there has been strong and growing demand for medical office space, driven by two primary factors: the rising aging population and the rising insured population. Westchester County is not immune to this trend; the

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healthcare industry is a primary driver of office leasing activity. This includes UnitedHealth Group renewing their approximately 64,000 SF office space in Q1 2019 and Ameripath, Inc leasing 25,000 SF in Q4 2019.

We estimate the future demand for medical office space in Westchester County by examining employment for ambulatory care and outpatient care services. Between 2019 and 2024, Westchester County is projected to grow its ambulatory care and outpatient care services sector by 593 jobs.<sup>9</sup> A standard assumption of 200 rentable square feet is used to calculate the amount of medical office space needed per worker. Using this assumption, employment growth in this sector will require 118,600 SF of medical office space throughout the county. Given recent health care sector growth in the village, it may be possible for Ardsley to capture some of this future demand, particularly given the significant 175-room Atria Woodlands senior living facility in the village. Stakeholder interviews confirmed medical office is in high demand in Westchester County.

Westchester County Projected Growth in Medical Office Space, 2019 - 2024			
2019 Medical Office-Utilizing Jobs	Change in Medical Office-Utilizing Jobs 2019 - 2024	Rentable SF per Worker	New Demand for Medical Office Space (RSF)
1,960	593	200	118,600

Source: EMSI, Camoin 310

As of March 2020, Fareri Associates is proposing to develop the North 60, a planned innovate bioscience, technology and lifestyle campus in the Town of Mount Pleasant in Westchester County. The project will include approximately 3 million SF of lab, medical, office, and retail space and a children's science center on over 80 acres of land. The North 60 will work in partnership with Westchester Community College, Pace University, and New York Medical College to provide career training and employment opportunities. Once developed, this project will be located within a 15-minute drive from Ardsley and will drive economic development and employment opportunities in the surrounding area.

North 60 Concept Site Plan



Source: The North 60, Fareri Associates

<sup>9</sup> Industry data was insufficient for Ardsley (10502) at this granular level and therefore was not included in the analysis.



### OFFICE MARKET KEY TAKEAWAYS

- ◆ The office market in Westchester County is weak and as a result many office properties have been adapted into other uses – an indication that the market potential for additional office space is limited or non-existent.
- ◆ Little to no recent or projected growth in office-utilizing industries confirms that there is virtually no opportunity for traditional office space development within the village.
- ◆ Medical office space, however, is expected to grow in demand as medical office jobs increase throughout the county. Between 2019 and 2024, the county can expect to see an increased demand for medical office space in the sum of approximately 129,000 SF.

## RETAIL MARKET

### RETAIL GAP ANALYSIS

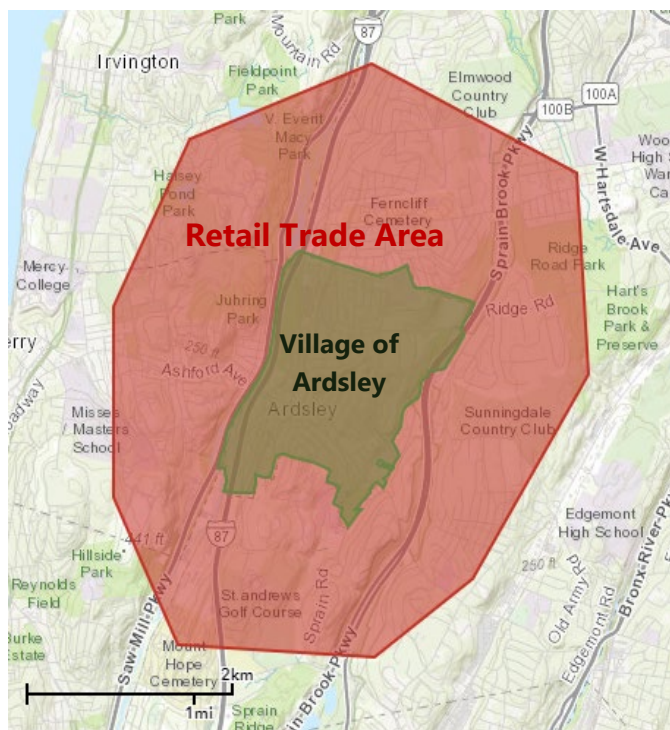
The retail market analysis examines retail trends for the Village of Ardsley and the village's Retail Trade Area. The Retail Trade Area is the geographic area that Ardsley businesses primarily draw from, extending north towards Elmwood and south to Homefield. The Retail Trade Area is generally the area from which existing and future retail businesses draw the majority (approximately 75%) of their customers. The Ardsley Retail Trade Area was established based on the locations of existing retail centers and downtown areas.

The tables below display a list of industry groups sorted by 3 and 4-digit NAICS codes and includes figures for sales demand (estimated spending by Village of Ardsley/Retail Trade Area residents), sales supply (existing retail sales within the village/trade area), and retail gap (demand minus supply). Retail categories with sales leakage are in green, and those with sales surplus are in red.

Retail sectors that show leakage may represent opportunities for new or expanding businesses. However, not all retail categories that exhibit sales leakage within the village area a good fit for a downtown area. For example, the retail category with the largest sales leakage, Automobile Dealers, has \$23.3 million in unmet demand. While the downtown area is not well suited for a large footprint dealership, there are other retail categories with leakage that are better positioned for downtown environments including: Department Stores Excluding Leased Depts., Clothing Stores, and Other General Merchandise Stores. Finding the right retail mix and density is essential to create a sense of place that can provide services to residents and attract visitors.

There are a few retail categories with a sales surplus including Grocery Stores, Health & Personal Care Stores, and Gasoline Stations. A sales surplus might exist for several reasons; the area could be a popular shopping destination for tourists and other out-of-town visitors, or a cluster of competing businesses offering a similar product or service

Retail Trade Area Map



Source: Esri, Camoin 310

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may be closely located creating a specialty cluster. Alternatively, a sales surplus could be an indication of market saturation.

Village of Ardsley Retail Gap					
NAICS	Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Number of Businesses
441	Motor Vehicle & Parts Dealers	\$ 27,712,688	\$ 441,852	\$ 27,270,836	1
4411	Automobile Dealers	\$ 23,325,553	\$ -	\$ 23,325,553	-
4412	Other Motor Vehicle Dealers	\$ 2,133,843	\$ -	\$ 2,133,843	-
4413	Auto Parts, Accessories & Tire Stores	\$ 2,253,292	\$ 441,852	\$ 1,811,440	1
442	Furniture & Home Furnishings Stores	\$ 5,317,530	\$ -	\$ 5,317,530	-
4421	Furniture Stores	\$ 2,682,000	\$ -	\$ 2,682,000	-
4422	Home Furnishings Stores	\$ 2,635,530	\$ -	\$ 2,635,530	-
443	Electronics & Appliance Stores	\$ 5,446,475	\$ 2,375,214	\$ 3,071,261	2
444	Bldg Materials, Garden Equip. & Supply Stores	\$ 9,576,778	\$ 7,825,936	\$ 1,750,842	6
4441	Bldg Material & Supplies Dealers	\$ 8,727,518	\$ 7,825,936	\$ 901,582	6
4442	Lawn & Garden Equip & Supply Stores	\$ 849,260	\$ -	\$ 849,260	-
445	Food & Beverage Stores	\$ 23,024,228	\$ 31,662,487	\$ (8,638,259)	8
4451	Grocery Stores	\$ 19,296,094	\$ 30,135,178	\$ (10,839,084)	5
4452	Specialty Food Stores	\$ 1,494,813	\$ 253,765	\$ 1,241,048	1
4453	Beer, Wine & Liquor Stores	\$ 2,233,321	\$ 1,273,544	\$ 959,777	2
446,4461	Health & Personal Care Stores	\$ 11,199,445	\$ 19,262,958	\$ (8,063,513)	4
447,4471	Gasoline Stations	\$ 12,533,107	\$ 16,820,595	\$ (4,287,488)	5
448	Clothing & Clothing Accessories Stores	\$ 12,139,100	\$ 1,157,330	\$ 10,981,770	3
4481	Clothing Stores	\$ 8,368,282	\$ 466,418	\$ 7,901,864	2
4482	Shoe Stores	\$ 1,333,858	\$ -	\$ 1,333,858	-
4483	Jewelry, Luggage & Leather Goods Stores	\$ 2,436,960	\$ 690,912	\$ 1,746,048	1
451	Sporting Goods, Hobby, Book & Music Stores	\$ 4,079,922	\$ 930,887	\$ 3,149,035	2
4511	Sporting Goods/Hobby/Musical Instr Stores	\$ 3,430,081	\$ 930,887	\$ 2,499,194	2
4512	Book, Periodical & Music Stores	\$ 649,841	\$ -	\$ 649,841	-
452	General Merchandise Stores	\$ 16,216,607	\$ -	\$ 16,216,607	-
4521	Department Stores Excluding Leased Depts.	\$ 10,259,090	\$ -	\$ 10,259,090	-
4529	Other General Merchandise Stores	\$ 5,957,517	\$ -	\$ 5,957,517	-
453	Miscellaneous Store Retailers	\$ 5,341,269	\$ 1,419,054	\$ 3,922,215	5
4531	Florists	\$ 694,811	\$ 288,650	\$ 406,161	1
4532	Office Supplies, Stationery & Gift Stores	\$ 1,609,145	\$ 340,922	\$ 1,268,223	1
4533	Used Merchandise Stores	\$ 684,337	\$ 222,108	\$ 462,229	2
4539	Other Miscellaneous Store Retailers	\$ 2,352,976	\$ 567,374	\$ 1,785,602	1
454	Nonstore Retailers	\$ 4,463,700	\$ -	\$ 4,463,700	-
4541	Electronic Shopping & Mail-Order Houses	\$ 3,733,486	\$ -	\$ 3,733,486	-
4542	Vending Machine Operators	\$ 69,198	\$ -	\$ 69,198	-
4543	Direct Selling Establishments	\$ 661,016	\$ -	\$ 661,016	-
722	Food Services & Drinking Places	\$ 15,630,693	\$ 10,276,811	\$ 5,353,882	24
7223	Special Food Services	\$ 742,540	\$ -	\$ 742,540	-
7224	Drinking Places - Alcoholic Beverages	\$ 1,115,377	\$ -	\$ 1,115,377	-
7225	Restaurants/Other Eating Places	\$ 13,772,776	\$ 10,276,811	\$ 3,495,965	24

Source: Esri



## CAMOIN 310

The majority of the retail categories in the Retail Trade Area are experiencing sales leakage, indicating potential opportunities for business expansion or creation. Only one retail category within the Retail Trade Area is experiencing sales surplus: Direct Selling Establishments.

Retail Trade Area Retail Gap					
NAICS	Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Number of Businesses
441	Motor Vehicle & Parts Dealers	\$ 111,000,000	\$ 2,902,752	\$ 108,000,000	2
4411	Automobile Dealers	\$ 93,686,257	\$ 2,460,900	\$ 91,225,357	1
4412	Other Motor Vehicle Dealers	\$ 8,548,493	\$ -	\$ 8,548,493	-
4413	Auto Parts, Accessories & Tire Stores	\$ 9,068,425	\$ 441,852	\$ 8,626,573	1
442	Furniture & Home Furnishings Stores	\$ 21,312,477	\$ 551,517	\$ 20,760,960	1
4421	Furniture Stores	\$ 10,779,599	\$ -	\$ 10,779,599	-
4422	Home Furnishings Stores	\$ 10,532,878	\$ 198,559	\$ 10,334,319	1
443	Electronics & Appliance Stores	\$ 21,890,762	\$ 2,402,516	\$ 19,488,246	2
444	Bldg Materials, Garden Equip. & Supply Stores	\$ 37,775,351	\$ 11,023,269	\$ 26,752,082	8
4441	Bldg Material & Supplies Dealers	\$ 34,494,839	\$ 10,984,018	\$ 23,510,821	8
4442	Lawn & Garden Equip & Supply Stores	\$ 3,280,512	\$ -	\$ 3,280,512	-
445	Food & Beverage Stores	\$ 93,411,435	\$ 41,877,513	\$ 51,533,922	11
4451	Grocery Stores	\$ 78,386,200	\$ 39,836,188	\$ 38,550,012	7
4452	Specialty Food Stores	\$ 6,080,670	\$ 253,765	\$ 5,826,905	1
4453	Beer, Wine & Liquor Stores	\$ 8,944,565	\$ 1,787,559	\$ 7,157,006	3
446,4461	Health & Personal Care Stores	\$ 45,206,694	\$ 26,635,817	\$ 18,570,877	9
447,4471	Gasoline Stations	\$ 50,982,382	\$ 25,051,457	\$ 25,930,925	7
448	Clothing & Clothing Accessories Stores	\$ 48,841,992	\$ 2,386,904	\$ 46,455,088	5
4481	Clothing Stores	\$ 33,744,756	\$ 1,645,569	\$ 32,099,187	4
4482	Shoe Stores	\$ 5,399,215	\$ -	\$ 5,399,215	-
4483	Jewelry, Luggage & Leather Goods Stores	\$ 9,698,021	\$ 703,903	\$ 8,994,118	1
451	Sporting Goods, Hobby, Book & Music Stores	\$ 16,486,827	\$ 2,104,325	\$ 14,382,502	3
4511	Sporting Goods/Hobby/Musical Instr Stores	\$ 13,868,142	\$ 2,104,325	\$ 11,763,817	3
4512	Book, Periodical & Music Stores	\$ 2,618,685	\$ -	\$ 2,618,685	-
452	General Merchandise Stores	\$ 65,567,040	\$ 2,595,190	\$ 62,971,850	2
4521	Department Stores Excluding Leased Depts.	\$ 41,418,475	\$ -	\$ 41,418,475	-
4529	Other General Merchandise Stores	\$ 24,148,564	\$ 2,212,399	\$ 21,936,165	2
453	Miscellaneous Store Retailers	\$ 21,410,633	\$ 3,606,767	\$ 17,803,866	11
4531	Florists	\$ 2,640,664	\$ 831,688	\$ 1,808,976	3
4532	Office Supplies, Stationery & Gift Stores	\$ 6,485,278	\$ 631,338	\$ 5,853,940	2
4533	Used Merchandise Stores	\$ 2,760,538	\$ 222,108	\$ 2,538,430	2
4539	Other Miscellaneous Store Retailers	\$ 9,524,153	\$ 1,921,634	\$ 7,602,519	4
454	Nonstore Retailers	\$ 17,827,226	\$ 4,376,997	\$ 13,450,229	1
4541	Electronic Shopping & Mail-Order Houses	\$ 14,965,286	\$ -	\$ 14,965,286	-
4542	Vending Machine Operators	\$ 280,972	\$ -	\$ 280,972	-
4543	Direct Selling Establishments	\$ 2,580,968	\$ 4,248,080	\$ (1,667,112)	1
722	Food Services & Drinking Places	\$ 62,943,748	\$ 16,457,798	\$ 46,485,950	36
7223	Special Food Services	\$ 2,957,077	\$ 1,148,297	\$ 1,808,780	1
7224	Drinking Places - Alcoholic Beverages	\$ 4,402,863	\$ -	\$ 4,402,863	-
7225	Restaurants/Other Eating Places	\$ 55,583,808	\$ 15,295,721	\$ 40,288,087	35

Source: Esri

## CAMOIN 310

The table below shows the supportable retail categories within the Village of Ardsley based on consumer spending patterns in Westchester County. An explanation of this table follows:

- ◆ **Column A:** NAICS (North American Industry Classification System) is the industry standard coding system when explaining industries. Every business is coded under this system.
- ◆ **Column B:** The retail category associated with that particular NAICS code.
- ◆ **Column C:** The retail gap is how much residents are spending outside of the geography within each retail category.
- ◆ **Column D & E:** This is the amount we assume the area can recapture through business growth. For this analysis, we estimate a low case scenario using a recapture rate of 10% and a high case based on a recapture rate of 25%. These figures are based on the Ardsley drawing in a large consumer and visitor base while considering the trade area's relatively small size.
- ◆ **Column F:** Average sales per business is taken as an average of all businesses classified under that NAICS code.
- ◆ **Column G & H:** By dividing the amount of sales the area can recapture by the average sales per business, we get a sense of how many businesses the area can support for Low Case (column G) and High Case (H).
- ◆ **Column I:** Industry standards of average sales amount per square foot for each retail category.
- ◆ **Column J & K:** The amount of sales Ardsley can recapture (G/H) divided by the average sales per square foot (I) to estimate how much additional space could be supported.

This analysis demonstrates that there is not enough unmet demand within the Village of Ardsley to support a full business in any retail categories under the low case scenario although there is enough demand to support a total of over 98,000 SF of space for various retail categories, if the right properties and sites are available. Restaurants have the highest potential based on the leakage analysis by a significant margin relative to other retail categories. This indicates that the Village is underserved by dining establishments. Clothing stores was found to have significant leakage, however, due to competition from major shopping centers and online retailers, this may not present an opportunity for the Village. Other categories with potential for the Village based on the retail leakage analysis and nature of the village's commercial areas include: Jewelry, luggage and leather goods, and specialty food stores (that provide something unique relative to DeCicco's). While Sporting Goods & Hobby Stores does not have strong potential under the conservative "low case" analysis, consumer characteristics suggest that a high-end fitness boutique or similar establishment would be successful in Ardsley.

## CAMOIN 310

Retail Trade Area Supportable Retail										
A	B	C	D	E	F	G	H	I	J	K
NAICS	Retail Category	Retail Gap	10% Leakage Recapture (Low Case Scenario)	25% Leakage Recapture (High Case Scenario)	Average Sales per Business	Supportable Businesses Low Case (D / F)	Supportable Businesses High Case (E / F)	Average Sales per SF	Supportable SF Low Case (G/I)	Supportable SF High Case (H/I)
7225	Restaurants/Other Eating Places	\$ 40,288,087	\$ 4,028,809	\$ 10,072,022	\$ 488,708	8.24	20.61	\$ 350	11,511	28,777
4481	Clothing Stores	\$ 32,099,187	\$ 3,209,919	\$ 1,100,716	\$ 1,539,475	2.09	2.99	\$ 300	10,700	4,403
7224	Drinking Places - Alcoholic Beverages	\$ 4,402,863	\$ 440,286	\$ 5,877,705	\$ 367,761	1.20	2.82	\$ 250	1,761	16,793
4441	Bldg Material & Supplies Dealers	\$ 23,510,821	\$ 2,351,082	\$ 2,248,530	\$ 2,086,657	1.13	2.71	\$ 350	6,717	4,497
4483	Jewelry, Luggage & Leather Goods Stores	\$ 8,994,118	\$ 899,412	\$ 1,456,726	\$ 829,386	1.08	2.64	\$ 500	1,799	4,162
4452	Specialty Food Stores	\$ 5,826,905	\$ 582,691	\$ 1,900,630	\$ 551,082	1.06	2.36	\$ 350	1,665	6,335
4539	Other Miscellaneous Store Retailers	\$ 7,602,519	\$ 760,252	\$ 4,872,062	\$ 805,152	0.94	2.24	\$ 300	2,534	9,744
4431	Electronics & Appliance Stores	\$ 19,488,246	\$ 1,948,825	\$ 2,940,954	\$ 2,178,086	0.89	2.07	\$ 500	3,898	11,764
4511	Sporting Goods & Hobby Stores	\$ 11,763,817	\$ 1,176,382	\$ 4,642,719	\$ 1,418,223	0.83	2.02	\$ 250	4,706	11,607
4461	Health & Personal Care Stores	\$ 18,570,877	\$ 1,857,088	\$ 2,583,580	\$ 2,296,350	0.81	1.96	\$ 400	4,643	8,612
4422	Home Furnishings Stores	\$ 10,334,319	\$ 1,033,432	\$ 8,024,797	\$ 1,315,506	0.79	5.21	\$ 300	3,445	26,749
4413	Auto Parts, Accessories & Tire Stores	\$ 8,626,573	\$ 862,657	\$ 2,156,643	\$ 1,117,214	0.77	1.93	\$ 300	2,876	7,189
4451	Grocery Stores	\$ 38,550,012	\$ 3,855,001	\$ 9,637,503	\$ 5,020,170	0.77	1.92	\$ 500	7,710	19,275
4532	Office Supplies, Stationery & Gift Stores	\$ 5,853,940	\$ 585,394	\$ 1,463,485	\$ 777,157	0.75	1.88	\$ 300	1,951	4,878
4533	Used Merchandise Stores	\$ 2,538,430	\$ 253,843	\$ 634,608	\$ 340,453	0.75	1.86	\$ 200	1,269	3,173
4421	Furniture Stores	\$ 10,779,599	\$ 1,077,960	\$ 2,694,900	\$ 1,555,593	0.69	1.73	\$ 300	3,593	8,983
4531	Florists	\$ 1,808,976	\$ 180,898	\$ 452,244	\$ 319,802	0.57	1.41	\$ 200	904	2,261
4482	Shoe Stores	\$ 5,399,215	\$ 539,922	\$ 1,349,804	\$ 1,448,572	0.37	0.93	\$ 300	1,800	4,499
4453	Beer, Wine & Liquor Stores	\$ 7,157,006	\$ 715,701	\$ 1,789,252	\$ 2,125,512	0.34	0.84	\$ 350	2,045	5,112
4521	Department Stores	\$ 41,418,475	\$ 4,141,848	\$ 10,354,619	\$ 13,196,536	0.31	0.78	\$ 250	16,567	41,418
4529	Other General Merchandise Stores	\$ 21,936,165	\$ 2,193,617	\$ 5,484,041	\$ 8,141,691	0.27	0.67	\$ 500	4,387	10,968
4442	Lawn & Garden Equip & Supply Stores	\$ 3,280,512	\$ 328,051	\$ 820,128	\$ 1,528,680	0.21	0.54	\$ 250	1,312	3,281
4512	Book, Periodical & Music Stores	\$ 2,618,685	\$ 261,869	\$ 654,671	\$ 2,468,263	0.11	0.27	\$ 250	1,047	2,619
Total									98,840	247,101

Source: Esri, Camoin 310

## CONSUMER DEMOGRAPHICS & SPENDING PATTERNS

Tapestry segmentation is a tool used to determine the characteristics of a trade area. Market segmentation classifies consumers according to demographic, socioeconomic, housing, and lifestyle characteristics. Tapestry segmentation is based on the concept that people with similar demographic characteristics, purchasing habits, and media preferences naturally gravitate toward each other and into the same neighborhoods. This information is used by developers and large retail chains to understand their customers' housing preferences, lifestyle choices, purchasing preferences, and how they spend their free time. Tapestry segmentation data was obtained from Esri's Tapestry Segmentation model. Additional information about this Esri model can be found here: <http://www.esri.com/landing-pages/tapestry>.

Tapestry segmentation indicates that the households within the Retail Trade Area have high incomes with strong purchasing power. As of 2019, there were approximately 19,000 people across 6,695 household within the Retail Trade Area. The Retail Trade Area is projected to grow to 6,800 households by 2024. The majority of households (68.7%) are classified as *Top Tier*, known for spending patterns where they spare no expense and partake in a variety of activities ranging from opera concerts, shopping, and charity dinners. *Top Tier* households are known to purchase or lease the latest luxury car models, frequent day spas and salons and hire out household chores from lawn maintenance to dry cleaning services. In terms of retail, they favor high-end stores such as Nordstrom's as well as Target, Macy's and Bed Bath & Beyond.

Retail Trade Area Top Tapestry Segments, 2020	
Tapestry Segment	% of Households
Top Tier	68.7%
City Lights	9.0%
Urban Chic	8.8%
Professional Pride	7.4%
Exurbanites	6.1%

Source: Esri

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Other households within the Retail Trade Area are more budget focused to support urban lifestyles. The population takes pride in their homes, and continues to invest in their properties through updating and furnishing. Similar to the Top Tier households, the other tapestry segments enjoy shopping at establishments like Target, Bed, Bath & Beyond, and Marshalls. For detailed descriptions view Appendix B: Tapestry Segments.

### SPENDING POTENTIAL

Spending patterns and purchasing power of the Retail Trade Area residents are measured through spending potential index (SPI). The spending potential index (SPI) represents household expenditures on a product or service relative to a national average of 100. An SPI greater than 100 indicates that, on average, households within the local trade area spend more on that particular good than the average household in the nation. High SPI can occur as a result of a wealthy trade area; a location with high costs of goods and services relative to the nation; or a population characteristic driving up spending in a particular population, i.e. retired populations spending more on healthcare. The following table displays each retail category by average spending, total spending, and SPI for the Retail Trade Area. As displayed below, residents within the Retail Trade Area exceed national average spending potential in every retail category. Retail categories with the highest SPI include:

- ◆ Recreational Vehicles and Fees (SPI of 352)
- ◆ Installation of Televisions (350)
- ◆ Value of Stocks/Bonds/Mutual Funds (329)
- ◆ Fees for Recreational Lessons (316)
- ◆ Membership Fees for Clubs (313)

Retail Trade Area Spending Potential Index			
Category	Average Spending	Total Spending	Spending Potential Index
Recreational Vehicles and Fees	\$ 562	\$ 3,765,158	352
Value of Stocks/Bonds/Mutual Funds	\$ 70,472	\$ 471,812,193	329
Fees for Recreational Lessons	\$ 454	\$ 3,036,745	316
Membership Fees for Clubs	\$ 739	\$ 4,949,802	313
Value of Retirement Plans	\$ 297,400	\$ 1,991,091,302	312
Tickets to Theatre/Operas/Concerts	\$ 234	\$ 1,567,360	311
Maintenance and Remodeling Services	\$ 6,432	\$ 43,063,060	301
Fees and Admissions	\$ 2,123	\$ 14,212,542	298
Airline Fares	\$ 1,624	\$ 10,875,985	298
Apparel Products and Services	\$ 197	\$ 1,316,133	296
Mortgage Payment and Basics	\$ 29,770	\$ 199,308,755	296
Lodging on Trips	\$ 1,826	\$ 12,222,037	294
Admission to Sporting Events, excl. Trips	\$ 184	\$ 1,232,723	292
Auto/Truck Rental on Trips	\$ 76	\$ 505,566	288
Value of Other Financial Assets	\$ 16,208	\$ 108,509,521	285
Catered Affairs	\$ 75	\$ 502,826	282
Rugs	\$ 91	\$ 606,883	280
Food and Drink on Trips	\$ 1,496	\$ 10,013,793	277
Fees for Participant Sports, excl. Trips	\$ 295	\$ 1,978,189	276
Lawn and Garden	\$ 1,296	\$ 8,673,484	276

Source: Esri

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**MARKET POTENTIAL**

Market potential index (MPI) is used to measure the demand for activities, products, and services in the Retail Trade Area. This indicator helps to display which types of businesses are likely to be the most successful in the Ardsley area based on consumer demand. Similar to spending potential index, a MPI of 100 indicates that the residents of the region have the same participation rate for that activity as the rest of the nation, while a MPI greater than 100 indicates that residents have a greater participation rate than the national average.

Based on the retail gap analysis, restaurant and retail opportunities were identified as having the greatest unmet demand that could be captured within the Ardsley area. Based on those findings, we examined the MPI of products/consumer behaviors for the retail and restaurant markets. The following table shows the top 20 activities with the greatest MPI in the Retail Trade Area. The greatest market potential is centered around electronics, fine dining, and great spending power matched with investments and vacations. Specific restaurants with high market share include California Pizza Kitchen and The Cheesecake Factory, which provide an indication of the types of restaurants frequented by local consumers.



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Retail Trade Area Market Potential Index			
Product/Consumer Behavior	Expected Number of Resident Participants	Percent	Market Potential Index
HH subscribes to fiber optic	374	22.7%	322
Fam rest/steak hse/6 months: California Pizza Kitchen	281	7.9%	288
Went to fine dining restaurant 3+ times last month	319	9.0%	287
Took 3+ foreign trips by plane in last 3 years	552	15.5%	285
Avg monthly credit card expenditures: \$1,001+	1,157	32.6%	280
Spent on foreign vacations in last 12 months: \$3,000+	617	17.4%	275
Own shares in mutual fund (bonds)	464	13.1%	273
Own any stock	667	18.8%	262
Own shares in mutual fund (stock)	649	18.3%	256
Used any housekeeper/professional cleaning service in last 12 months	578	35.1%	241
Member of any frequent flyer program	1,537	43.3%	240
Spent on domestic vacations in last 12 months: \$3,000+	536	15.1%	233
Went to fine dining restaurant last month	868	24.4%	232
Spent \$2,000+ on most recent home computer	144	8.7%	221
Member of any hotel rewards program	1,380	38.9%	216
Foreign travel in last 3 years: used general travel website	422	11.9%	207
Spent on domestic vacations in last 12 months: \$2,000-\$2,999	304	8.6%	205
Fam rest/steak hse/6 months: The Cheesecake Factory	529	14.9%	203
Spent \$1,500-\$1,999 on most recent home computer	143	8.7%	196
Viewed movie (video-on-demand) in last 30 days	1,203	33.9%	194

Source: Esri

## RETAIL MARKET KEY TAKEAWAYS

- ◆ A retail gap analysis indicates there is enough demand to support at least 98,000 square feet of additional retail space in the village from a purely market-based perspective. Retail categories with the greatest potential include Restaurants/Other Eating Places, and Drinking Places.
- ◆ Restaurants/Other Eating Places have the greatest demand in both the village and Retail Trade Area. Consumers within Ardsley and the surrounding community tend to prefer fine dining restaurants and higher end chains such as California Pizza Kitchen and The Cheesecake factory. Consumer traits suggest there is demand for upscale dining experiences that caters to lunch dining.
- ◆ Within the Retail Trade Area, residents spend nearly three times the average amount on membership fees for clubs, sporting events admissions, and fees for participant sports. These consumer demographics suggest a sporting facility or club could be supported within Ardsley.

## TOURISM AND HOSPITALITY MARKET

## TRAVELER SPENDING

The New York City Region is the largest tourism area in New York State; 65% of all traveler spending in the state occurs here.. Westchester County, located in the Hudson Valley Region, contributes to 6% of the total traveler spending for nearly \$4.4 billion in traveler sales. This spending supports over 62,000 jobs within the Hudson Valley, of which over 24,000 are employed in Westchester County. The figure below displays traveler spending in Westchester County and the Hudson Valley Region by spending category. For both geographies, Food & Beverage is the leading category, followed by Retail & Service Stations, and Lodging.

## CAMOIN 310

Traveler Spending (In Millions), 2018							
	Lodging	Recreation	Food & beverage	Retail & Service Stations	Transport	Second Homes	Total
Westchester County	\$ 456.3	\$ 185.5	\$ 570.9	\$ 354.8	\$ 364.2	\$ 37.0	\$ 1,968.6
Hudson Valley Region	\$ 821.2	\$ 338.6	\$ 1,176.4	\$ 1,143.1	\$ 748.1	\$ 138.5	\$ 4,365.9

Source: Tourism Economics

In 2018, 42.7% of the Hudson Valley Region's tourism tax base was generated in Westchester County. Tourism Economics estimates that Westchester County households save an average of \$674 in property taxes each year.

### WESTCHESTER COUNTY TOURISM INDUSTRY

The figure below displays the top 15 tourism industries within Westchester County by 2019 Gross Regional Product (GRP). Hotels and Motels contribute the most to the county's GRP at \$317.1 million with 2,728 jobs. Casinos contribute another \$188.5 with 652 jobs while All Other Amusement and Recreation Industries contributed \$66.7 million with 1,284 jobs. The majority of the top industries by GRP are projected to gain jobs between 2019 and 2024. However, the largest tourism industry, Hotels and Motels, is projected to shed 158 jobs for a decline of 6%. Other declining industries include Casinos, Travel Agencies, All Other Travel Arrangement and Recreation Services, Recreational and Vacation Camps, and Historical Sites. Interviews with county officials and others indicated that sports tourism is a high demand and high growth potential sector. This includes youth sports tournaments and other destination sports venues and events.

Westchester County Tourism Industry Top 15 Industries by 2019 Gross Regional Product								
NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change	Avg. Earnings Per Job	2019 Location Quotient	2019 GRP
721110	Hotels (except Casino Hotels) and Motels	2,728	2,570	(158)	(6%)	\$48,309	0.57	\$317,122,467
713210	Casinos (except Casino Hotels)	652	645	(7)	(1%)	\$78,467	2.89	\$188,532,837
713990	All Other Amusement and Recreation Industries	1,284	1,410	126	10%	\$31,397	1.85	\$66,671,943
713930	Marinas	340	349	9	3%	\$53,483	2.72	\$26,683,222
711219	Other Spectator Sports	404	412	8	2%	\$38,527	2.27	\$24,945,966
561510	Travel Agencies	246	192	(54)	(22%)	\$43,707	0.75	\$21,710,684
453920	Art Dealers	81	97	16	20%	\$74,137	1.15	\$17,965,091
711211	Sports Teams and Clubs	100	114	14	14%	\$97,555	0.33	\$17,538,194
561599	All Other Travel Arrangement and Reservation Services	118	115	(3)	(3%)	\$100,783	0.45	\$17,518,470
721214	Recreational and Vacation Camps (except Campgrounds)	137	132	(5)	(4%)	\$43,349	1.30	\$14,112,845
713120	Amusement Arcades	232	250	18	8%	\$25,389	2.49	\$13,207,869
712110	Museums	171	194	23	13%	\$37,882	0.57	\$10,817,442
561520	Tour Operators	71	75	4	6%	\$74,138	0.76	\$8,512,796
712120	Historical Sites	151	150	(1)	(1%)	\$32,792	3.28	\$8,332,933
713290	Other Gambling Industries	27	29	2	7%	\$28,810	0.20	\$7,221,898

Source: EMSI

### Ardsey Tourism Industry

The tourism industry within Ardsley (10502) is not as comprehensive as the county. There are only three tourism industries present within Ardsley, including: Hotels and Motels, All Other Amusement and Recreation Industries; and Recreation and Vacation Camps. In total, the tourism industry employs 122 workers within Ardsley and is projected to remain stagnant into 2024. Similar to the county, Hotels and Motels is the largest industry by GRP with \$8.6 million as of 2019. All Other Amusement and Recreation Industries is projected to add an additional five workers between 2019 and 2024, for a growth of 11%. This industry includes the following Ardsley businesses: House of Sports and Title Boxing Club Ardsley.

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Ardsley (10502) Tourism Industry by 2019 Gross Regional Product								
NAICS	Description	2019 Jobs	2024 Jobs	2019 - 2024 Change	2019 - 2024 % Change	Avg. Earnings Per Job	2019 Location Quotient	2019 GRP
721110	Hotels (except Casino Hotels) and Motels	73	69	(4)	(5%)	\$48,404	2.55	\$8,551,489
713990	All Other Amusement and Recreation Industries	47	52	5	11%	\$31,383	11.20	\$2,448,605
721214	Recreational and Vacation Camps (except Campgrounds)	<10	<10	Insf. Data	Insf. Data	Insf. Data	1.95	\$125,871
Total Tourism Industry		122	122	0	0%	\$41,784		

Source: EMSI

*Tourism Assets*

The following is a list of key tourism assets within the Village of Ardsley:

- ◆ **Food and Beverage** – There are a mix of restaurants and cafes within the Village of Ardsley. Offerings range from specialty desserts, to specialty coffee roasters, and Italian. DeCicco's & Sons upscale grocery and specialty foods store and the L'inizio Italian restaurant are notable food-related draws in the Village.
- ◆ **South County Trailway** – The South County Trailway is a cycling trail that stretches from the Bronx to East View. The trail runs along the majority of the former New York and Putnam Railroad and is used by bicyclists, rollerbladers, walkers, cross country skiers, and those in wheelchairs. The trail is used by Westchester County residents traveling to Elmsford, Getty Square, Manhattan, and the Bronx. The South County Trailway is part of the developing 750-mile Empire State Trail that aims to connect Buffalo to New York City and parts of Canada. The Ardsley Comprehensive Plan identifies ways to increase connectivity and promote the use of the trail. The park provides access to the South County Trailway.
- ◆ **V.E. Macy Park (Westchester County)** – Located on Saw Mill River Road in Ardsley, the V.E. Macy Park is a county-owned 172-acre park with green space, baseball fields, and a lake with fishing and ice skating.
- ◆ **Accommodations** – The primary accommodation options within the village is the Ardsley Acres Hotel and Apple Motor Inn. The hotel is a two-star accommodation option that is the self-proclaimed best value in Westchester County. Room rates range from \$76 per night in the winter to their peak of \$139 in the summer.<sup>10</sup> The Apple Motor Inn is a two-star accommodation option with rates ranging from \$90 a night. Interviews noted that the business travel market in Ardsley is primarily transient and does not require overnight stays, thus placing little to no demand for lodging accommodations. Interviews also noted the lodging sector in Ardsley has been slowing down and leveling off over the last year or so.

## Regional Craft Beverage Distilleries, Breweries, Cideries, and Wineries



Source: Esri, Visit Westchester County NY

The Visit Westchester NY website highlights recreational activities throughout the county including a focus on the

<sup>10</sup> Based on a review of Expedia.com; Hotels.com; Booking.com; and Orbitz.com for room rates between February 2020 and February 2021.

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craft beverage industry. The map to the right displays regional craft beverage locations compared to the Village of Ardsley (green polygon). Currently, there are no distilleries, breweries, cideries, or wineries located within Ardsley or within the immediately surrounding area although there are some in surrounding communities such as Captain Lawrence Brewing Company in Elmsford.

**TOURISM AND HOSPITALITY KEY TAKEAWAYS**

- ◆ The Arts, Entertainment, and Recreation industry is highly concentrated within Ardsley with a location quotient of 3.06. The Village has an existing base of sports and fitness establishments, including the significant House of Sports facility.
- ◆ There appears to be a market opportunity for sports and recreation, such as an aquatic center or other facilities that could host youth sports tournaments and other sporting events.
- ◆ Currently there are no craft beverage operations within the Village of Ardsley and the retail market analysis shows there is enough unmet demand to support over two additional Drinking Places within the Retail Trade Area. Leverage the existing demand and the regional craft beverage industry to help to support a distillery, brewery, cidery, or winery within the Village of Ardsley.

# COMPETITIVE ASSESSMENT

As part of the Village of Ardsley Market Analysis and Development Strategy, Camoin 310 completed a Competitive Assessment that benchmarks socioeconomic characteristics of the Village of Ardsley against the nearby communities of Village of Dobbs Ferry, Village of Tarrytown, and Village of Hastings-on-Hudson. These comparison communities were identified throughout our market analysis and interviews as communities that attract similar residents. In other words, individuals and families looking at housing opportunities within Ardsley are often also looking at opportunities within Dobbs Ferry, Tarrytown, and Hastings-on-Hudson. For each community, we examined demographic, economic, fiscal, housing, and retail trends as well as identified key attributes within the downtown development environment.

## COMPETITIVE ASSESSMENT SUMMARY

The table below outlines the Competitive Assessment that benchmarks the Village of Ardsley and the other communities. Key findings outlining the Village of Ardsley's strengths and areas for improvement include:

- ◆ **Demographics:** The Village of Ardsley is the smallest by population and number of households of the four geographies reviewed. Additionally, Ardsley has the lowest population density with approximately 3,482 residents per square mile. In terms of population growth, the Village of Ardsley has outpaced Tarrytown and Hastings-on-Hudson but falls short of Dobbs Ferry. Median household size is the highest within Ardsley, suggesting Ardsley successfully attracts family households. Ardsley is the most affluent with a median household income of \$159,000.
- ◆ **Economy:** Between 2015 and 2019, Ardsley grew by 5.1% jobs, outpacing Dobbs Ferry, Tarrytown, and Hastings-on-Hudson which all grew by less than 3%. Ardsley ranks second to Tarrytown in terms of average earnings. All four geographies display negative competitive effects.<sup>11</sup> Of the geographies, Ardsley's competitive effect was the least negative, representing a relative competitive advantage.

Jobs to resident ratio displays the total number of jobs within the community compared to the population. Ardsley has the lowest participation, indicative of its significant senior population. Resident worker rate displays the percent of Ardsley residents that work in the village. Ardsley ranks the lowest in this data point at 4.4%, indicating people are less likely to work and live in Ardsley compared to the other communities.

- ◆ **Fiscal:** Ardsley has the highest property tax rate at 32.51 per \$1,000 of assessed value when both the village and school district property tax rate are considered. Ardsley's relatively higher tax rate is largely a product of its lack of a significant commercial tax base.

<sup>11</sup> A geography's "competitive effect" as the difference between the expected employment growth within a local area, based on national growth, and actual employment growth experienced. A positive competitive effect is indicative of a geography that is relatively competitive compared to other metros. Where a negative competitive effect means it is less competitive. Competitive effect provides further insight beyond simply looking at overall growth or decline. A geography may increase in the number of jobs throughout all its industries but still have a negative competitive effect, indicating it has not grown as much as it has in other parts of the country.



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- ◆ **Housing:** Minimal housing stock in Ardsley is vacant. Ardsley's vacancy rate of 2.5% falls drastically below the other communities which have vacancy rates around 7-11%. Overall, housing stock is predominately owner occupied across the four communities. However, Dobbs Ferry, Tarrytown, and Hastings-on-Hudson show more equal distribution of renter options with owner to renter ratios ranging from 1.1 to 1.8 compared to Ardsley at 3.5.

Housing values in Ardsley fall below Dobbs Ferry and Hastings-on-Hudson. The figure below displays two home value data points: (1) median home value based on Esri and (2) Zillow Home Value Index (SHVI) which is Zillow's estimated median home value based on real time data. Dobbs Ferry is the only geography where the ZHVI is lower than the data in Esri, indicating the market may be experience a slight contraction. Housing construction is measured by number of permits between 2014 and 2018. Despite its relatively small size, the Village of Ardsley had the greater number of housing permits and multi-family housing permits. Quality of schools is often a top factor for families considering communities. According to Niche, Ardsley's school district ranks the second highest, behind Hastings-on-Hudson.<sup>12</sup> In terms of student to teacher ratio, Ardsley and Tarrytown have the highest ratio at 12 students per teacher.

- ◆ **Retail:** Retail constitutes 10.8% of all jobs in Ardsley compared to 4.3% in Dobbs Ferry, 5.4% in Tarrytown, and a mere 2.0% in Hastings-on-Hudson. Job growth in Ardsley's retail sector falls short of its neighbor Dobbs Ferry but outpaces Tarrytown and Hastings-on-Hudson which both experienced decline between 2015 and 2019. Ardsley has the highest retail sales per capita at nearly \$20,000 per person, indicating strong purchasing power. All geographies have a significant retail leakage, representing opportunities for new or expanding businesses.
- ◆ **Developer Perception:** Ardsley suffers from a negative image amongst some in the development community due to past high-profile conflicts and litigation related to major development projects in the local area. This reputation may be a significant constraint in attracting new investment in development projects within the Village.

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<sup>12</sup> For detailed methodology, visit: <https://www.niche.com/k12/rankings/methodology/>

# VILLAGE OF ARDSLEY MARKET ANALYSIS AND DEVELOPMENT STRATEGY

Community Competitive Analysis					
		Ardsley	Dobbs Ferry	Tarrytown	Hastings-on-Hudson
Demographics	Population	4,605	11,466	11,360	7,917
	Population Density (pop per Sq Mile)	3,482	4,720	3,882	4,055
	Annual Population Growth Rate, 2010 - 2019	0.37%	0.57%	0.08%	0.09%
	Number of Households	1,649	4,141	4,426	3,058
	Median Household Size	2.79	2.54	2.38	2.46
	Median Household Income	\$ 159,092	\$ 126,636	\$ 114,514	\$ 134,628
Economy	Number of Jobs	2,450	6,609	6,698	4,766
	Number of Businesses	237	466	703	321
	Jobs to Resident Ratio	53.2%	57.6%	59.0%	60.2%
	Job Growth (2015-2019)*	5.1%	2.4%	2.8%	2.7%
	Average Earnings per Job*	\$ 83,521	\$ 71,568	\$ 127,225	\$ 74,554
	Demand met In-Region*	6.48%	7.92%	16.27%	6.15%
	Competitive Effect*	(68)	(365)	(1,177)	(158)
	Resident Worker Rate	4.4%	9.7%	8.7%	6.1%
Fiscal	Local Property Tax Rate (village only)	9.99	6.915056	8.0641	6.034967
	Property Tax Rate (village + school)	32.518806	29.160362	29.991606	27.609373
	Tax per \$100,000 Market Value (village + school)	\$ 3,252	\$ 2,916	\$ 2,999	\$ 603
	Tax Levy	10,560,944	13,276,072	16,438,666	11,091,268
Housing	Number of Housing Units	1,692	4,456	4,978	3,300
	Ratio of Owner-Occupied to Renter-Occupied	3.5	1.1	1.2	1.8
	Vacancy Rate	2.5%	7.1%	11.1%	7.3%
	Median Home Value	\$ 687,500	\$ 699,248	\$ 667,413	\$ 755,522
	Zillow Home Value Index	\$ 696,056	\$ 698,163	\$ 676,789	\$ 766,160
	Median Rent	\$ 1,189	\$ 1,660	\$ 1,563	\$ 1,776
	Housing Unit Permits (2014-2018)	44	33	40	3
	Multi-Family Unit Permits (2014-2018)	22	24	0	0
	School District Ranking	#47	#51	#66	#28
	Student to Teacher Ratio	12:1	10:1	12:1	11:1
Retail	Number of Retail Businesses	27	48	63	33
	Retail as Percentage of Economy	10.8%	4.3%	5.4%	2.0%
	Retail Industry Job Growth (2015-2019)*	3.8%	5.8%	(2.9%)	(5.2%)
	Retail Sales	\$ 90,661,000	\$ 77,465,000	\$ 141,146,000	\$ 44,195,000
	Retail Sales per Capita	\$ 19,688	\$ 6,756	\$ 12,425	\$ 5,582
	Retail Leakage	\$ 60,508,418	\$ 220,076,713	\$ 141,283,419	\$ 226,251,153

Sources: EMSI, Esri, American Community Survey 2013-2017, Census OnTheMap, Zillow, Westchester County Tax Commission, SOCDS Building Permits Database, Niche

\*Based on EMSI data which is provided at the Zip Code Level as follows Ardsley (10502), Dobbs Ferry (10522), Tarrytown (10591), and Hasting-on-Hudson (10706)

# STRATEGIC SITES

The Village of Ardsley is relatively built-out with no significant vacant properties available for development. However, there are existing commercial properties that may have redevelopment potential due to their current underutilization. As part of this study, several strategic sites with redevelopment potential were identified and divided into two categories: 1) Priority Strategic Sites, and 2) Potential Strategic Sites. Priority strategic sites are generally those with the greatest redevelopment potential while potential strategic sites have redevelopment potential, but redevelopment will likely face additional challenges. These sites are shown on the maps below and profiled on the following pages. Note that most of these sites are in private ownership and future redevelopment will depend upon the willing participation of property owners.

**Map: Village of Ardsley Strategic Sites**



**Priority Strategic Sites**



**Potential Strategic Sites**

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## 1. Addyman Square (466 & 468-472 Ashford Ave)



### Property Overview

Zoning: B1 General Business

Lot Size: 468-472: 0.15 AC; 466: .07 AC

Building Size: 468-472: 11,056 SF; 466: 4,550 SF

Availability: 468-472: Off Market/Private Ownership; 466: For Sale (\$849,000 Asking)

Asking Price: N/A (468-472 Last Sold: 2016 for \$2.8M; 466 Last Sold: 2016 for \$695,000)

### Description:

These two properties of Addyman Square were built prior to 1930 and have struggled to maintain occupancy. They have below-market lease rates due largely to the lack of easy access due to Route 9A traffic, a lack of parking, and the lack of a pedestrian-friendly Central Business District that limits foot traffic in the area. Several businesses have failed in the location, particularly at 466 Ashford, which is currently on the market with several vacant leasable spaces. The property is a strategic site given its location at the historic core of the Central Business District as well as its role as a “gateway” site with extremely high visibility via the Ashford Ave Bridge.

## 2. Westchester Garage Site (701 Saw Mill River Road)



### Property Overview

Zoning: B1 General Business

Lot Size: 0.51 AC

Building Size: 5,700 SF

Availability: For Sale

Asking Price: \$1,300,000

### Description:

401 Saw Mill River Road is a former auto service facility and a long-term vacant property in Ardsley's business district. The property is located directly on Route 9A, giving it high visibility and accessibility. The property offers off-street parking space for approximately 17 cars as-is, a marketable attribute given the limited parking availability in Ardsley's downtown area. A previous proposal included a brewpub establishment; however, the property remains available for sale. The site is a strategic redevelopment opportunity given its prime location in the business district and potential to catalyze additional investment in the downtown area, rather than continuing to adversely impact the village's commercial core as a vacant and blighted property.



### 3. 800 Saw Mill River Road Strip Center



#### Property Overview

Zoning: B1 General Business

Lot Size: 0.57 AC

Building Size: 5,000 SF

Availability: Off Market/Private  
Ownership

Asking Price: N/A (Last Sold: 2016;  
\$1.25M)

#### Description:

This one-story retail strip center built in 1980 currently has no tenants (although some renovation work is planned for future restaurant use in one of the leasable spaces). Located adjacent to the Apple Motor Inn on Route 9A, it offers 26 parking spaces and is directly across from a pedestrian entrance to V.E. Macy Park. The property was last sold in 2016 and is currently owned by a non-local private owner. The plaza is an underutilized property that is generally outdated in a prime location. As such, it is a prime redevelopment opportunity. The site is well-suited for mixed-use redevelopment featuring active ground floor commercial uses and residential units above.

### 4. Former Gas Station (657 Saw Mill River Road)



#### Property Overview

Zoning: B1 General Business

Lot Size: 0.25 +/-

Building Size: N/A

Availability: Off Market/Private  
Ownership

Asking Price: N/A (Market Value:  
\$700,00 est.)

#### Description:

The property at 657 Saw Mill River Road is a premier location in the village near the intersection of Route 9A and Ashford Ave. Its high visibility to those entering the village from the West via Ashford Ave make the property a strategic "gateway" site. The property has long been a gas station and was in the process of being redeveloped into a new gas station when the project was stalled by environmental issues. The site's prime location and underutilization from a "highest and best" perspective make a strategic site for redevelopment that will help the Village capitalize on identified economic and market opportunities.



## 5. Lot and Auto Shop (706 Saw Mill River Road)



### Property Overview

Zoning: B1 General Business

Lot Size: 0.25 +/- AC

Building Size: Multiple

Availability: Off Market/Private Ownership

Asking Price: N/A

### Description:

The property at 706 Saw Mill River Road includes a two-story mixed-use building along the street and an auto shop business located at the rear of the parcel. The property also includes off-street parking. The site is a potential infill redevelopment opportunity as an underutilized property with an existing non-conforming use. The property is a potential mixed-use development opportunity.

## 6. Paul Anthony Building (3 American Legion Drive)



### Property Overview

Zoning: R-1 One-family Residence District

Lot Size: 1.44 AC

Building Size: 5,720

Availability: Off Market/Private Ownership

Asking Price: N/A (Last Sold 2015: \$599,000)

### Description:

The two-story Paul Anthony Building has one of the larger lot sizes in the downtown area and includes 30 parking spaces on site. The building is somewhat dated and a good candidate for redevelopment and potential expansion as the property could support additional density. The building appears to have vacancy and could potentially accommodate uses identified as opportunities for Ardsley, including health care or residential uses.

## 7. Bridge Street Parcels



### Property Overview

Zoning: R-1 One-family Residence District

Lot Size: 1.9 +/- AC

Building Size: Multiple

Availability: Off Market/Private Ownership

Asking Price: N/A

### Description:

The seven (7) parcels clustered along Bridge Street and Saw Mill River Road near the intersection of 9A and Ashford Ave collectively represent a potential redevelopment opportunity. The nearly 2-acre site is ideally situated but has a low-density of existing development, including one- and two-story buildings along with surface parking. The site is also strategic because it is one of the few potential public access points to the Saw Mill River within the village.

# RECOMMENDATIONS

## 1. Revitalize Commercial Areas by Encouraging Redevelopment and Infill Development Projects and Improving Public Spaces.

The Village of Ardsley should encourage the redevelopment of underutilized commercial properties and the infill development of strategic vacant spaces to create a higher quality of place, increase the tax base, and generate new jobs.

- A. Revise the Village's land use regulations for commercial areas to 1) articulate a clear redevelopment vision (potentially through a downtown master plan/urban design plan); 2) provide highly visual design guidelines to maintain and enhance community character, and 3) allow for density levels that will make redevelopment financially viable for the private sector and enhance the village's tax base. As part of this update, create developer incentives via new density bonus options and a streamlined approvals process for projects that align with the priorities and vision of the Village.**

### Rationale:

- A clear vision for the future is critical in attracting developer interest as developers want to know that their project aligns with that vision and, therefore, will be supported both by Village leadership and the community at large.
- Existing height restrictions, particularly in the B-1 District where only two-stories are permitted, are an unnecessary development constraint and limit redevelopment potential by reducing the rent potential of development projects.

### Implementation Steps:

- Use the plans and studies the Village is undertaking (including this Market Analysis and Development Strategy, Comprehensive Plan, and the Saw Mill Revitalization Plan) to identify a shared community vision for the future of the downtown area and commercial corridors – including the scale of future development, the mix of uses, preferred design elements, and public realm improvements.
- Upon completion of the Comprehensive Plan, review and update the Village's land use regulations to be consistent with the Village's vision. The desired outcome of changes should be to facilitate development of buildings in the three to five-story range. Consider increasing allowable heights to three-stories and allow for a fourth or possibly fifth story as a density bonus for developers. It is important to set any requirements or fees at a level that does not deter developers from building at greater heights and densities. The density bonus can be awarded for public realm improvements or funds for other Village goals such as a municipal parking facility.
- Conduct an audit of the Village's development review process and benchmark that process against best practices, and processes of adjacent communities, to ensure there are no

### Potential Community Benefits from Density Bonus Programs

- Affordable or Moderate Income Housing
- Live entertainment or retail
- Public art
- Green and or healthy buildings
- Underground parking

common delays, unnecessary redundancies, or confusing processes or requirements. Create a “fast track” process for priority projects.

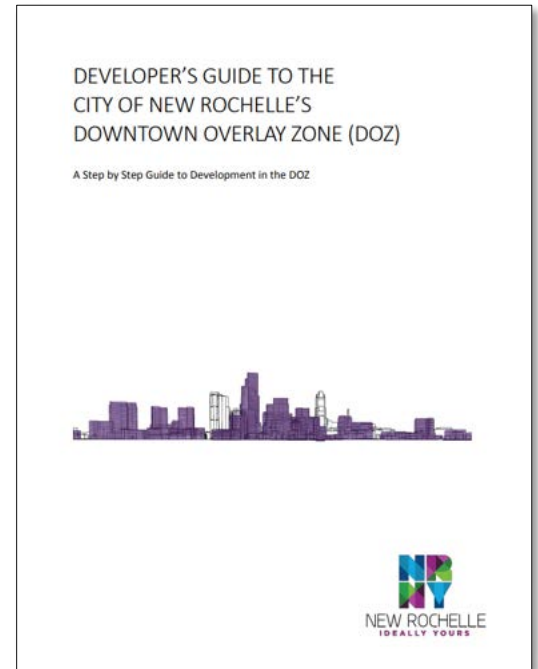
**B. Create a “Redevelopment Guidebook” for property owners/developers that identifies the Village’s development review process, permitting, design requirements, incentives, and resources.**

**Rationale:**

- Development processes can vary greatly across communities and can be confusing and burdensome for both seasoned professional developers and individual property owners seeking to redevelop their property. A user-friendly guidebook is an effective way to communicate the Village’s processes outside of technical documents, such as village ordinances.

**Implementation Steps:**

- i. Upon completion of the audit and streamlining of the Village’s approvals process (see Recommendation 1.A.), prepare a brief guidebook that provides a “flow chart” of the approvals process. Include information on submission requirements, zoning restrictions, density bonuses, timeframes, appeal options, and contact information. Provide information on where to access forms and documents such as design guidelines (see Recommendation 1.A.).



*The City of New Rochelle published a user-friendly guidebook to help facilitate redevelopment.*

**C. Explore options, such as partnering with the Westchester County Local Development Corporation, to work with willing property owners on a voluntary basis to acquire priority redevelopment sites for disposition to interested and capable developers via an RFP process.**

**Rationale:**

- Ardsley, like many other small communities, is experiencing significant adverse impacts from a small number of underutilized, dated, and/or obsolete properties – several of which are entirely or largely vacant. While involvement in land acquisition can be significant undertaking in terms of municipal effort and cost, it is an appropriate step in certain cases to facilitate redevelopment of high priority sites that may be limiting new investment in the community and/or have the ability to catalyze additional investment after redevelopment.

**Implementation Steps:**

- i. The Village should leverage the more expansive resources of partners to facilitate any property acquisition. The Westchester County Local Development Corporation has the authority and expertise in property acquisition and should be consulted as a potential partner or reference to alternative entities that can assist with acquisition.
- ii. Communicate directly with property owners to understand potential interest in selling property or being a partner in redevelopment. Share the vision for the property.



- iii. Explore public-private partnership arrangements and opportunities to collaborate on a Developer RFP process.
- D. **Explore creating a Vacant Property Registration Ordinance (VPRO) that mandates registration of vacant properties and has escalating annual fees as a way to ensure code compliance and public safety while encouraging redevelopment.**

**Rationale:**

- A VPRO encourages property owners to revitalize their property rather than “bank” the property for sale and redevelopment at a future point in time, which may be effective in spurring new redevelopment activity in the village.

**Implementation Steps:**

- A draft ordinance should be created that includes a clear definition of what properties and parties must register, registration requirements and procedures, the fee structure, the obligations of the owner (with respect to property maintenance), and the penalties for failing to register.
- Consider a graduated fee schedule, which would dictate that with every year the building remains vacant and must be re-registered, the fee increases.

**VPRO Case Study: Albany, NY**

The City of Albany adopted a VPRO that includes a graduated (escalating) fee schedule as follows:

- Year 1: \$250
- Year 2: \$500
- Year 3: \$1,000
- Year 4: \$1,500
- Year 5+: \$2,000

As part of this effort, the City also published a brochure on the program to assist property owners in understanding and navigating the requirement.

- E. **Establish a façade improvement program for commercial buildings that offers low-interest loans or grants to property owners to improve the appearance of their properties – and collectively improve the appearance of Ardsley’s commercial corridor.**

**Rationale:**

- Building facades (i.e., the face of a building – especially the principal front that looks onto a street or open space) are a key part of revitalization as deteriorated and unattractive buildings can deter investment in an area, while renovated facades can provide a facelift that can make a downtown area more inviting and attractive. Ardsley has several commercial buildings in need of façade improvements, which would greatly improve the appearance of the Village’s downtown area, building cohesion along the corridor.

**Implementation Steps:**

- The Village should pursue funding opportunities to seed a village-administered façade improvement program.
- Once the City has adopted a Local Waterfront Revitalization Program (LWRP), it is eligible for LWRP implementation funds from New York State, which can be used for building facades under certain conditions.



- The Village should explore grant funding from New York Main Street, which provides grant funding if a targeted area can be shown to meet certain conditions. Private property owners may also be eligible for certain funding, including matching grants from New York Main Street through its Downtown Anchor grant program.

## **2. Focus on Sports, Fitness, and Health as an Economic Driver.**

The Village should actively work to capitalize on its assets and opportunities in sports, fitness, and health as an economic development strategy, including youth sports events, trail-oriented businesses, indoor sports venues, fitness-oriented establishments, and health care/wellness services.

- A. Conduct a preliminary assessment to examine the appropriateness of conducting a sports facility/tournament feasibility study from a specialized firm to evaluate the potential for developing a new indoor sports facility or hosting youth tournaments with existing (and upgraded) or new facilities.**

### **Rationale:**

- There is strong market demand for sports facilities in Westchester County.
- The Village has a competitive advantage in sports and recreation due to its existing recreational and sports assets, including parks and private businesses.

### **Implementation Steps:**

- The Village should conduct a preliminary assessment prior to commissioning a specialized study. The preliminary assessment should include a focus group/roundtable or interviews with appropriate stakeholders and experts, including county tourism officials, sports and fitness business owners – including owners of other facilities in Westchester County, tournament organizers, and others.
- Seek an initial consultation with a specialized sports and recreation feasibility consulting firm or sports facility business operators to gain a preliminary understanding of the potential opportunities and challenges for a new facility or better utilizing/improving existing facilities.

- B. Encourage trail-oriented businesses and trail-oriented development for properties adjacent or in close proximity to the South County Trailway and improve connections and access to the Trailway, including parking and space for new trail-related events.**

### **Rationale:**

- The Trail is a key asset that is currently underutilized by the village for economic development purposes. There is limited public access to the trail within the Village due to transportation infrastructure and private property along the trail.

**Implementation Steps:**

- Explore creating a small trailhead park on Elm Street in partnership with New York State, which owns the land north of House of Sports. Consider picnic areas, restrooms, bike rentals, seasonal snack stand, and parking for trail users and food trucks. Another potential public trail access point exists at the underutilized parking area at the southern portion of the Ardsley Acres property, which while private, could potentially be acquired and utilized as a trailhead if the property owner is willing to sell that piece of the property or a public-access easement.
- If either location appears feasible after discussions with property owners, the Village should work to secure funding from New York State via the Consolidated Funding Application process to both acquire and build a trailhead park (EPF grants for Parks, Preservation and Heritage or Recreational Trails Program).

**C. Incorporate concepts of health, wellness, and fitness – as well as being a “trail town” - into future Village marketing and branding initiatives (see Strategy 4).**

**Rationale:**

- The Village has existing assets that can be leveraged to build a reputation and brand that will help attract new businesses and economic activity associated with sports, fitness, health, and recreation.

**Implementation Steps:**

- Solicit input from existing health, sports, fitness, and recreation stakeholders as part of future branding efforts to assist in developing messaging and identifying target audiences.
- Partner on regional and statewide efforts that market the Trailway and Empire Trail to ensure that Ardsley is represented in marketing materials and maps.



*The lack of trail access in Ardsley means it is missing out on spending by trail users.*

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- D. Establish a calendar of sports/fitness events at existing parks, trails, and facilities (e.g., one per season/quarter) such as: a “Rivertowns Olympics”, a family bike race (utilizing Trailway), lantern cross-country skiing/snowshoeing (Westchester County’s VE Macy Park in the village). Invite local businesses to sponsor events and utilize as vendors.**

**Rationale:**

- Events can help the Village built an identity, brand, and reputation as a health and fitness-oriented community that will help attract new businesses and investment that benefit from being located in a place with that type of brand and association.

**Implementation Steps:**

- Work in partnership with the School District and local businesses to sponsor an annual 5K/10K race (and potentially in partnership with Elmsford which is approximately 5 Kilometers from Ardsley by trail) and provide shuttle transportation from parking areas within the Village.
- Organize an exploratory committee to examine the potential for other events by inventorying existing parks, fitness, and recreation assets (both public and private) and considering the range of potential activities and linkages between assets. For example, an “Olympics” type of event could take advantage of several assets in and around the Village. Work with Westchester County to partner on events at the county’s VE Macy Park located in the Village.

**3. Grow the Visibility of the Village Through Branding and Marketing.**

The Village should brand and market itself to target markets, such as residents, business owners, developers, and investors in a way that aligns with identified opportunities.

**A. Target: Real Estate Developers**

Purpose: Attract new developers to redevelop priority sites in the downtown corridor. Overcome negative perceptions of the Village’s political and regulatory development environment.

Message:

- Ardsley has a bold vision for what it wants the downtown to be and is looking for partners to help it achieve that vision.
- We’re ready to work with the development community and are working to make significant improvements to permitting and regulatory processes.
- Market release of Comprehensive Plan.
- There is pent-up market demand.
- Ardsley is a good investment, strong ROI.

Tactics:

- Use Constant Contact email marketing tool to create a list of developers and send an email to this list quarterly promoting priority sites.

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- Host a familiarization tour where Village officials and partners invite real estate developers to the Village and market development sites. Work with property owners of priority sites to plan for the familiarization tour.
- Ask residents and business owners to provide quotes, or even short videos, about the community and use those quotes in email marketing to promote quality of life in the community and vision for the downtown.

**B. Target: Residents**

Purpose: Engage with residents to clarify and advance their vision for the downtown and invite them into the planning process. Strengthen ties to the community, and garner support for the change that comes with new projects and investment. Encourage residents to support local businesses.

Message:

- Let's work together to bring more businesses and amenities into our downtown.
- Investments will improve your quality of life – walkability and safety for pedestrians, new businesses and amenities, easier parking, convenience, etc.

Tactics:

- Branding Campaign:
  - Host a community branding campaign and invite local artists of all ages and submit ideas for a logo and tagline for the downtown. Use social media to promote campaign but also invite local businesses to help get the word out to the community. Make it clear that this is a collaborative effort -and elements of many submissions may be brought together to create the ultimate design and tagline. Have a professional artist render the final design.
  - Invest in street-signage, banner signs, that contains the new logo and tagline.
  - Use logo on all social media and downtown/economic development related sections of the Village's website.
- Development Project Updates: Communicate status of redevelopment projects in the Village through existing communication channels, such as project applications, regulatory approvals, etc.
- Business Appreciation Campaign: Host an annual small business awards ceremony that celebrates achievements of Ardsley businesses. Awards could be granted by the Mayor, and align with local initiatives such as health, creativity, education, etc.
- Economic Development/Fiscal Health Education: Use infographics to communicate the relationship between different types of development (commercial, residential, etc.), the tax base, and other socioeconomic factors to help the general public better understand the tradeoffs between lower tax rates vs. development (for example). Share the infographics across digital media. An example of this type of internal community-education, can be found here: <https://www.camoinassociates.com/are-prospective-retailers-getting-accurate-picture-groton-look-how-military-personnel-are-reported>

#### 4. Enhance Economic and Real Estate Development Capacity Within the Village.

The village should expand its capacity to be effective in capitalizing on economic and real estate development opportunities, including physical capacity to absorb new development and organizational capacity to implement programs, policies, and other efforts to grow the local economy.

- A. Pursue the development of a parking garage through a public/private partnership arrangement to expand capacity for future redevelopment in the Village's commercial areas by allowing developers/property owners to lease parking spaces in the garage in-lieu of providing on-site parking.**

##### Rationale:

- Future redevelopment potential in the downtown area is constrained by limited parking availability and land availability for additional surface parking.

##### Implementation Steps:

- Work with NYCDEP to solicit developer proposals for a parking structure on the property behind Starbucks as part of a Request for Expressions of Interest (REI) or Request for Proposals (RFP).



*Parking garage development concept from the Village of Ardsley Comprehensive Plan.*

- B. Work with NYS DOT on a Complete Streets/Corridor Plan for 9A that provides traffic calming measures and promotes a more pedestrian-friendly business environment through new landscaping, street trees, public art, street furniture, lamp posts, and other similar public realm improvements.**

##### Rationale:

- The Central Business District functions and feels like an auto-oriented commercial corridor rather than a compact and walkable downtown. As a result, the business environment is difficult as pedestrian activity is limited and the downtown lacks a strong sense and quality of place.

##### Implementation Steps:

- Communicate to NYS DOT the Village's desire to plan for the future of the 9A corridor through the Central Business District/commercial areas.
- Request funding assistance to conduct a complete streets/corridor plan for 9A.

- C. Partner with the School District to plan for an expansion of Concord Road Elementary to allow the Village some "breathing room" to accommodate a reasonable amount of multi-family development. Continue to evaluate the potential impact to the School District of development projects on a cost-benefit basis.**



**Rationale:**

- The elementary school is nearing full capacity and will need to expand if the Village is to accommodate new residential development, which was identified as a primary market opportunity.

**Implementation Steps:**

- Regularly inform the School District of development activity and proposals so that new residential development in the Village does not outpace the District's ability to accommodate new school aged children.
- For development projects with significant numbers of residential units, require developers to conduct a study of mixed-use and multi-family residential properties within the School District to understand the ratio of students per multi-family unit (by unit type) to understand the probable school district impact. As part of the study, examine the proportional costs of those students in relation to the property tax to understand the net impact of mixed-use/multi-family projects to the School District.

- D. Support the creation of a downtown district/organization. Explore options for a Main Street/Downtown-focused entity or Merchant's Association that is either quasi-public or non-profit and that is charged primarily with marketing and branding the Village and promoting its businesses to enhance downtown Ardsley's identity and public awareness. Other possible initiatives include basic 'housekeeping' of the public spaces, increased hospitality, aesthetic enhancements, and economic development.**

**Rationale:**

- As laid out in this plan, Ardsley is seeking to transform its downtown corridor. In order to achieve its vision, it will take many stakeholders and partners working together to achieve the vision. While the Village Government is a critical partner, it does not have the capacity to do it all.
- While the Village should support the business community, there is a need for a separate entity focused on supporting and helping to market individual businesses.
- Buy-in and join-in from local businesses, property owners, and residents will be crucial for moving projects forward and, therefore, these different stakeholder groups each need a 'seat' at the table.
- Best practices indicate that marketing and promotion of a downtown corridor is best led by the business community, with local government as a partner.

**Implementation Steps:**

- Create a database of property owners, commercial tenants, and other stakeholders in the downtown that will be used to communicate with this group and track engagement. Database should include tax parcel information, property use, fields to track engagement and support for projects, and contact information for tenants and owners. Coordinate this effort with the database used as part of the new Business Visitation Program (see Recommendation 5B below).

## CAMOIN 310

- Establish and strengthen partnerships that will support project development. Participants should include businesses, property owners, school district, elected officials, community organizations, local artists, and other entities and individuals with interest in the downtown corridor.
- Establish a working group to lead developing the plan for the downtown district.
  - Define tentative boundaries
  - Agree on vision for district and specific projects the new organization will lead
  - Conduct a needs assessment to determine the type of entity appropriate for this role. Engage with property owners and tenants to understand their needs for services, customer mix, etc.
  - Determine resource needs for the downtown organization (staffing, funding, and other resources)
  - Create a project plan based on the above that includes projects, any services, type of organization, and budget information.
  - Engage the public as appropriate during the planning process.
- Secure funding to support the plan. Local main street programs can be capitalized in a number of ways. Most successful organizations receive funding for operations and projects from multiple sources.
  - **Local Government** – May include money from general revenue fund, special projects fund, or money from federal and state grant programs.
  - **Special Assessment District** – (BID) special assessment is levied upon the commercial property in a district. New York State’s legislation that allows BIDs is found online at [www.nysenate.gov/legislation/laws/GMU/A19-A](http://www.nysenate.gov/legislation/laws/GMU/A19-A).
  - **Foundations** – Many provide funding for certain community development purposes.
  - **State/National Funding** – Examples include Federal Historic Rehabilitation tax credits, Small Business Associations loans, and **USDA Rural Development grants**.
  - **COVID-19 Crisis Response & Recovery Funds** – Track funding programs that are being developed as a result of the COVID-19 Crisis to support not just main street businesses but the service organizations that provide support.

## 5. Support a Business-Friendly Environment to Retain and Attract Small Businesses.

The Village should pursue programs and policies to help existing businesses thrive and expand, and to help recruit new businesses in target opportunity areas.

- A. As part of the proposed design guidelines, update commercial signage regulations to balance the needs of local businesses while still requiring high-quality signage that doesn't detract from the Village's quality of place.**

### **Rationale:**

Some local businesses believe that current regulations are not adequate to allow for effective signs that will make their business visible and attract customers – particularly pass-through motorists on 9A.

### **Implementation Steps:**

- Solicit input from business owners as part of the development of design guidelines, which should include a signage section.

- B. Establish a downtown-business visitation program in partnership with the proposed downtown/Main Street organization to monitor concerns and issues facing the village's businesses.**

### **Rationale:**

- An important economic development focus for the Village should be retaining and supporting the existing businesses that call Ardsley home. A business visitation program is an effective way to identify critical issues and identify "red flags" before businesses close or relocate.

### **Implementation Steps:**

- Assign outreach responsibilities to the New Main Street/Downtown organization and utilize the organization as a liaison between the business community and Village leadership.

## **CREATING A SUCCESSFUL BUSINESS VISITATION PROGRAM**

### **Overview**

Through discussions with business leaders in the region, the business visitation program should seek to understand constraints and opportunities of existing businesses, their plans for growth, and constraints on that growth. In particular, pay attention to buildings and space, innovation goals and challenges, infrastructure needs regulations, taxes, incentives, etc.. Coordinate this effort using a customer relationship management (CRM) system (database, communication tracker, and trend analysis system) to organize, automate and synchronize business interactions and findings from these visits.

### **Basic Steps**

1. Identify businesses to visit. This list should be regularly maintained and improved.
2. Develop visitation questions. Keep the questions simple and short and focus on information that will be used.
3. Conduct business visits. Review questions, document answers, get to know the business and business owners.
4. Tabulate and analyze the results.
5. Act upon anything that can easily be addressed to meet businesses' needs.
6. Share results with stakeholders. Develop or adjust strategies to address issues or concerns and then implement new strategies.
7. Revise the program as warranted and repeat.

### **Best Practices**

- Run the program through partnerships with multiple economic development related entities to share the work, cost, information, and avoid overlap.
- Use surveys that capture key information but are not overly burdensome to business.
- Conduct immediate follow-up to resolve any issue identified by the businesses.
- Integrate findings into ongoing strategic economic development planning.
- Utilize software to make the process more efficient and operationalize results.
- Train volunteers to increase number of businesses engaged as part of the program.

## CAMOIN 310

- Develop a visitation schedule that prioritizes key businesses within the Village but also includes touching base with all businesses at least once per year, even if only a phone call.
  - Meet quarterly to discuss themes, challenges, and ideas from business owners in the village.
- C. Encourage business participation in the Rivertowns Chamber and support chamber functions within the Village of Ardsley by hosting an annual network event for Ardsley businesses in partnership with the Chamber.**

**Rationale:**

- There is little networking and collaboration happening among businesses in the Village.

**Implementation Steps:**

- As part of the new business visitation program encourage business participation in the Rivertowns Chamber.
- Sponsor/host an annual event for Ardsley businesses, such as a luncheon, where business owners have the opportunity to network with Village board members and officials as well as each other. Consider an annual awards program to highlight local business successes.

# APPENDIX A: DATA SOURCES

## **Economic Modeling Specialists International (EMSI)**

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin Associates subscribes to Economic Modeling Specialists Intl. (EMSI), a proprietary data provider that aggregates economic data from approximately 90 sources. EMSI industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on EMSI, please see [www.economicmodeling.com](http://www.economicmodeling.com)). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.

## **Esri Business Analyst Online (BAO)**

ESRI is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. ESRI uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit [www.esri.com](http://www.esri.com).

## **American Community Survey (ACS), U.S. Census**

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit <http://www.census.gov/programs-surveys/acs/>

## **OnTheMap, U.S. Census**

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: <http://onthemap.ces.census.gov/>.



## APPENDIX B: TAPESTRY SEGMENTS

*Note that the number in parentheses following each tapestry segment is the percent of households in the United States that fall into that segment. Demographic information for each segment is reflective of the US as a whole and is not specific to the Retail Trade Area.*

### *Top Tier (1.7%)*

- Average Household Size: 2.84
- Median Age: 47.3
- Median Household Income: \$173,200

The residents of the wealthiest Tapestry market, Top Tier, earn more than three times the US household income. They have the purchasing power to indulge any choice, but what do their hearts' desire? Aside from the obvious expense for the upkeep of their lavish homes, consumers select upscale salons, spas, and fitness centers for their personal well-being and shop at high-end retailers for their personal effects. Whether short or long, domestic or foreign, their frequent vacations spare no expense. Residents fill their weekends and evenings with opera, classical music concerts, charity dinners, and shopping. These highly educated professionals have reached their corporate career goals. With an accumulated average net worth of over 3 million dollars and income from a strong investment portfolio, many of these older residents have moved into consulting roles or operate their own businesses. [Read more> >](#)

### *City Lights (1.4%)*

- Average Household Size: 2.59
- Median Age: 39.3
- Median Household Income: \$69,200

City Lights, a densely populated urban market, is the epitome of equality. The wide-ranging demographic characteristics of residents mirror their passion for social welfare and equal opportunity. Household types range from single person to married-couple families, with and without children. A blend of owners and renters, single-family homes and town homes, midrise and high-rise apartments, these neighborhoods are both racially and ethnically diverse. Many residents have completed some college or a degree, and they earn a good income in professional and service occupations. Willing to commute to their jobs, they work hard and budget well to support their urban lifestyles, laying the foundation for stable financial futures. [Read more> >](#)

### *Urban Chic (1.3%)*

- Average Household Size: 2.39
- Median Age: 43.3
- Median Household Income: \$109,400

Urban Chic residents are professionals that live a sophisticated, exclusive lifestyle. Half of all households are occupied by married-couple families and about 30% are singles. These are busy, well-connected, and well-educated consumers—avid readers and moviegoers, environmentally active, and financially stable. This market is a bit older, with a median age of 43 years, and growing slowly, but steadily. [Read more> >](#)

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*Professional Pride (1.6%)*

- Average Household Size: 3.13
- Median Age: 40.8
- Median Household Income: \$138,100

Professional Pride consumers are well-educated career professionals that have prospered through the Great Recession. To maintain their upscale suburban lifestyles, these goal oriented couples work, often commuting far and working long hours. However, their schedules are fine-tuned to meet the needs of their school age children. They are financially savvy; they invest wisely and benefit from interest and dividend income. So far, these established families have accumulated an average of 1.6 million dollars in net worth, and their annual household income runs at more than twice the US level. They take pride in their newer homes and spend valuable time and energy upgrading. Their homes are furnished with the latest in home trends, including finished basements equipped with home gyms and in-home theaters. **Read more> >**

*Exurbanites (1.9%)*

- Average Household Size: 2.50
- Median Age: 51.0
- Median Household Income: \$103,400

Ten years later, Exurbanites residents are now approaching retirement but showing few signs of slowing down. They are active in their communities, generous in their donations, and seasoned travelers. They take advantage of their proximity to large metropolitan centers to support the arts, but prefer a more expansive home style in less crowded neighborhoods. They have cultivated a lifestyle that is both affluent and urbane. **Read more> >**

## APPENDIX C: STAKEHOLDER INTERVIEWS

Thank you to the interviewees who volunteered their time to contribute to the Village of Ardsley Downtown Market Assessment and Communications Strategy.

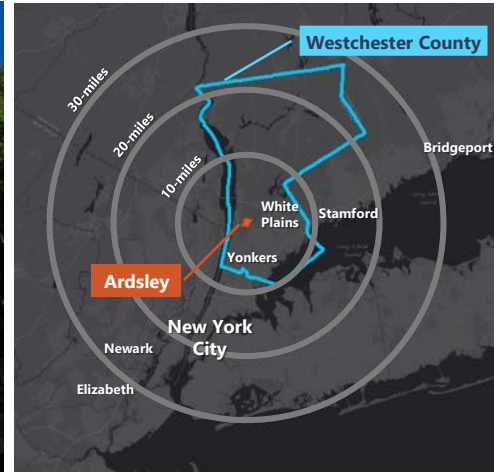
- ◆ Paddy Steinschneider, Gotham Deign 7 Community Development Ltd.
- ◆ Lucas Herbert, Westchester County Department of Planning
- ◆ Norma Drummond, Westchester County Planning Board
- ◆ Maurice Hyacinthe, Property Owner
- ◆ Michael Rosenhan, Property Owner
- ◆ Altin Batska, Property Owner & Planning Board Member
- ◆ Martin Berger, Saber Real Estate Advisors
- ◆ Bridget Gibbons, Westchester County IDA
- ◆ Natasha Caputo, Westchester County Tourism & Film
- ◆ Ryan Schoenfeld, Ardsley Union Free School District
- ◆ John DeCicco Jr, DeCicco & Sons
- ◆ Frank Lombardy, House of Sports

Additionally, focus group sessions were conducted with local business owners and realtors.

# APPENDIX D: SELL SHEETS

1. Village Marketing Brochure
2. Project/Strategic Site Profiles (4)

# Village of ARDSLEY, NY



## How to Find Us

- Located **20 Miles** North of NYC
- **7 Miles** from Yonkers & White Plains
- **2 Miles** to Dobbs Ferry Metro North Station
- Multiple Bee-Line Bus Routes

## Revitalizing Downtown

Ardsley is embarking on a new initiative to revitalize its downtown and commercial areas. The Village faces some important issues – pedestrian safety, limited parking, few easily developable sites, and lack of a cohesive brand for its commercial corridor.

The vision for the downtown area includes a vibrant mix of uses including restaurants, retail, professional offices, and upper-floor residential units. This revitalization effort is the outcome of several plans and studies the Village has undertaken including:

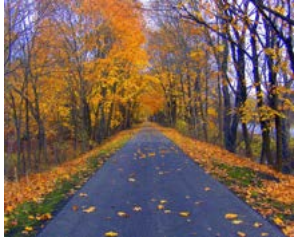
- **New Comprehensive Plan (Launching in 2020)**
- **Real Estate Market Study and Development Strategy (2020)**
- **Saw Mill Revitalization Study (2020)**

## Get to Know Us

- Small town feel with **4,600** residents.
- Families representing **90%** of population.
- Median Household Income of **\$159,000**
- Most commute to work (**96%**)
- Home to over **230** small and medium-sized businesses representing over **2,800** jobs.



# Building on Our Assets



Located on the 22-mile North County Trailway that will be part of the state's 750-mile Empire Trail



Premier parks and recreation facilities including VE Macy Park



A variety of popular local restaurants and food establishments such as L'inizio and DeCicco & Sons.



Concentration of health, fitness, and sports businesses including House of Sports – Westchester's premier facility



New investment and redevelopment including downtown mixed-use projects



Nationally-recognized and award-winning Ardsley Union Free School District

# Focusing on Opportunities

Ardsley has identified four critical areas for growing its local economy and creating a vibrant downtown area.



## Grow with Ardsley! Your place to...

### Live

#### EASY COMMUTING

- Under 40-minute commute to NYC
- Immediate access to I-87, Saw Mill River Parkway, and Spain Brook Parkway.
- Bus Service to Metro-North stations

#### TOP TIER SCHOOL DISTRICT

- Ardsley High School ranked in top 3% in New York State by US News & World Report and Ardsley Middle School is a National Blue Ribbon School

#### REASONABLY-PRICED HOMES

- Quality single-family homes available in the \$500,000 to \$700,000 range.

#### HIGH QUALITY OF LIFE

- Rated in Top 80 places to live in New York State by Niche

### Invest

#### UNTAPPED RETAIL POTENTIAL

- Median household income 70% greater than Westchester County
- Local Retail Trade Area spending potential of \$615 Million
- High retail potential for restaurants & dining

#### HEALTH CARE HUB

- Health Care is the Village's largest economic driver and growing.
- Home to 20 Health Care & Social Service businesses including the 175-bed Atria Woodlands senior living community.

#### DEVELOPMENT OPPORTUNITIES

- Redevelopment opportunities along the desirable Route 9A corridor and in the heart of Ardsley's growing downtown.

# Redevelopment Vision:

## 800 Saw Mill River Road

### CONCEPTUAL REDEVELOPMENT PLAN



### PROPERTY OVERVIEW



### VISION

The Village desires to see private redevelopment of this largely vacant retail plaza into an attractive mixed-use building with ground floor retail and upper floor residential units. The design should include minimal setback from Route 9A and improvements to the public realm.

### DEVELOPMENT CONCEPT

**Total Development:** 15,000 sq.ft. ; 3-stories

**Commercial :** 4,500 sq. ft. leasable

**Residential:** 8 market-rate or senior apartments (1 & 2-bedroom units)

**Rent Potential:** \$370,000/year (\$31,000/month)

**Zoning:** B1 General Business

**Traffic Volume (9A):** 12,200

**Lot Size:** 0.57 AC

**Building Size:** 5,000 SF

**Availability:** Off Market/Private Ownership

**Asking Price:** N/A (Last Sold: 2016; \$1.25M)

### EXAMPLE IMAGES



The Village commissioned a real estate market analysis and development strategy and is encouraging redevelopment of priority commercial sites in partnership with willing property owners to capitalize on identified opportunities and help achieve the vision for a vibrant downtown area and commercial corridors.



# Redevelopment Vision:

Addyman Square – 466 & 468-772 Ashford Ave

## CONCEPTUAL REDEVELOPMENT PLAN



## PROPERTY OVERVIEW



## VISION

The Village's vision for the future of Addyman Square includes enhanced pedestrian areas and mixed-use redevelopment including ground floor dining/retail/commercial/parking and upper floor residential units such as market-rate apartments or age 55+ apartment units.

## DEVELOPMENT CONCEPT

**Total Development:** 30,000 sq.ft. ; 4-stories (fourth story setback)

**Commercial :** 1,000 sq. ft. leasable; restaurant or micro-manufacturing potential

**Parking:** Single-level garage parking

**Residential:** Up to 22 units

**Rent Potential:** \$690,000/year (\$58,000/month)

**Zoning:** B1 General Business

**Traffic Volume (9A):** 12,200

**Lot Size:** 0.20 +/- AC

**Building Size:** 11,000 sq.ft. & 4,550 sq.ft. (15,550 sq.ft. total)

**Availability:** 468-472: Off Market/Private Ownership; 466: For Sale

**Asking Price:** \$849,000 (466 Ashford only)

## EXAMPLE IMAGES



The Village commissioned a real estate market analysis and development strategy and is encouraging redevelopment of priority commercial sites in partnership with willing property owners to capitalize on identified opportunities and help achieve the vision for a vibrant downtown area and commercial corridors.

# Redevelopment Vision:

## 701 Saw Mill River Road

### CONCEPTUAL REDEVELOPMENT PLAN



### VISION

The former Westchester Garage property is envisioned to be redeveloped as a new restaurant/brewpub or as a mixed-use building with first floor commercial uses and upper floor residential units.

### DEVELOPMENT CONCEPT

**Total Development:** 5,700 sq.ft. with building reuse or greater with redevelopment into mixed-use. Potential for 18-22 apartments as multi-family.

**Commercial:** Ideal for restaurant or brewpub reuse.

**Parking:** 16 on-site spaces; additional availability nearby

### PROPERTY OVERVIEW



**Zoning:** B1 General Business

**Traffic Volume (9A):** 12,200

**Lot Size:** 0.51AC

**Building Size:** 5,700 sq.ft.

**Availability:** For Sale

**Asking Price:** \$1,300,000

### EXAMPLE IMAGES



The Village commissioned a real estate market analysis and development strategy and is encouraging redevelopment of priority commercial sites in partnership with willing property owners to capitalize on identified opportunities and help achieve the vision for a vibrant downtown area and commercial corridors.



# Redevelopment Vision:

## Bridge Street District

### CONCEPTUAL REDEVELOPMENT PLAN



### VISION

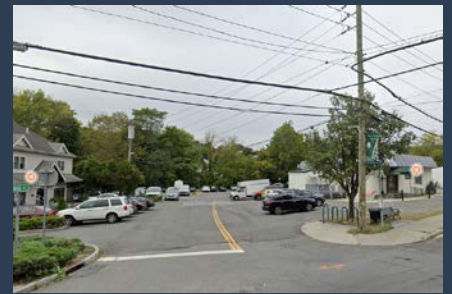
The vision for Bridge Street includes new mixed-use redevelopment with commercial and residential uses that incorporates existing businesses and provides new public spaces including a riverfront picnic park, flexible outdoor event/retail space, and outdoor dining areas.

### DEVELOPMENT CONCEPT

**Total Development:** 75,000 sq.ft. with 2 new buildings. Potential for 16,000 sq.ft. of groundfloor retail/restaurant and up to 60 upscale apartments or a mix of apartments and professional office space.

**Parking:** 70 on-site surface spaces plus access to public transportation.

### PROPERTY OVERVIEW



**Zoning:** B2 Special Business

**Traffic Volume (9A):** 11,900

**Lot Size:** Multiple totaling approx. 2 acres

**Availability:** Public & Private Ownership

### EXAMPLE IMAGES



The Village commissioned a real estate market analysis and development strategy and is encouraging redevelopment of priority commercial sites in partnership with willing property owners to capitalize on identified opportunities and help achieve the vision for a vibrant downtown area and commercial corridors.



# Project Vision:

## Bridge Street Park on Saw Mill River

### CONCEPTUAL PLAN



### VILLAGE PICNIC PARK



### FLEXIBLE USE PARKING/EVENT PAVILION



The Village commissioned a real estate market analysis and development strategy and is encouraging redevelopment of priority commercial sites in partnership with willing property owners to capitalize on identified opportunities and help achieve the vision for a vibrant downtown area and commercial corridors.



## Leading action to grow your economy

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# SAW MILL RIVER REVITALIZATION PLAN



**Submitted to the Village of Ardsley on September 18<sup>th</sup>, 2020.**

**This document was prepared with funding by the New York Department of State  
under Title II of the Environmental Protection Fund.**



**Hudson River  
Valley Greenway**



**Department  
of State**

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## INTRODUCTION

The Saw Mill River Revitalization Plan (“SMRRP”) provides a long-term policy framework for managing the part of the Saw Mill River Watershed that falls within the boundaries of the Village of Ardsley. Funded by the New York State Department of State’s Local Waterfront Revitalization Program, the SMRRP is prepared by Kevin Dwarka Land Use & Economic Consulting in partnership with Pace Land Use Law Center (“LULC”). This draft version of the SWRRP presents five draft policy goals for revitalizing the Saw Mill River in Ardsley:

Draft Saw Mill River Revitalization Polices for Community Review
#1: Plan Responses to Potential Hazards, Emergencies, Risks and Vulnerabilities of The Ardsley Watershed.
#2: Promote Public Stewardship of the Watershed
#3: Improve Public Access and Use Within Ardsley’s Parklands
#4: Adopt Resiliency Measures That Reduce Water Pollution, Enhance Biodiversity and Limit Flood Damage
#5: Enhance the Economic Vitality of the Central Business District by Enhancing Connections to the Riverfront

Each of the above policies is associated with a set of potential actions that have been determined to be necessary, administratively feasible, and financially feasible. The policies proposed within the final version of the SMRRP will reflect extensive input from Ardsley residents, village representatives, non-profit organizations, and representatives from other governmental units.

### Planning Process

This draft document reflects the research, policy analysis, and stakeholder input completed as of August 11<sup>th</sup>, 2020. The final policies of SMRRP will eventually become fully integrated by LULC into the Village of Ardsley’s Draft Comprehensive Plan. Also integrated into the Comprehensive Plan will be the economic development policies presented in Camoin Associates’ Market Analysis Development Strategy (“MADP”).

All of the policies in the Draft Comprehensive Plan, including the SWRRP policies, will be reviewed by Ardsley residents through a broad community engagement process facilitated by LULC. A key objective of the engagement process will be to ensure that the draft SWPP policies align with the community’s own long-term vision for the Saw Mill River Watershed and are appropriately linked to other components of the Ardsley Comprehensive Plan.

Based upon the input collected from the community, the consulting team will proceed to finalize the SMRRP and revise the Draft Comprehensive Plan. The environmental impacts of the Draft Comprehensive Plan will then be assessed in compliance with the State Environmental Quality Review Act. Since the policies of the SWRPP and the MADP will both be integrated into Comprehensive Plan, the Village will be able to simultaneously evaluate the impacts of all its various policy studies through one fully integrated



impact assessment process. Upon the completion of the environmental impact assessment, the Village Board will be positioned to formally finalize and adopt the Comprehensive Plan.

### Implementation

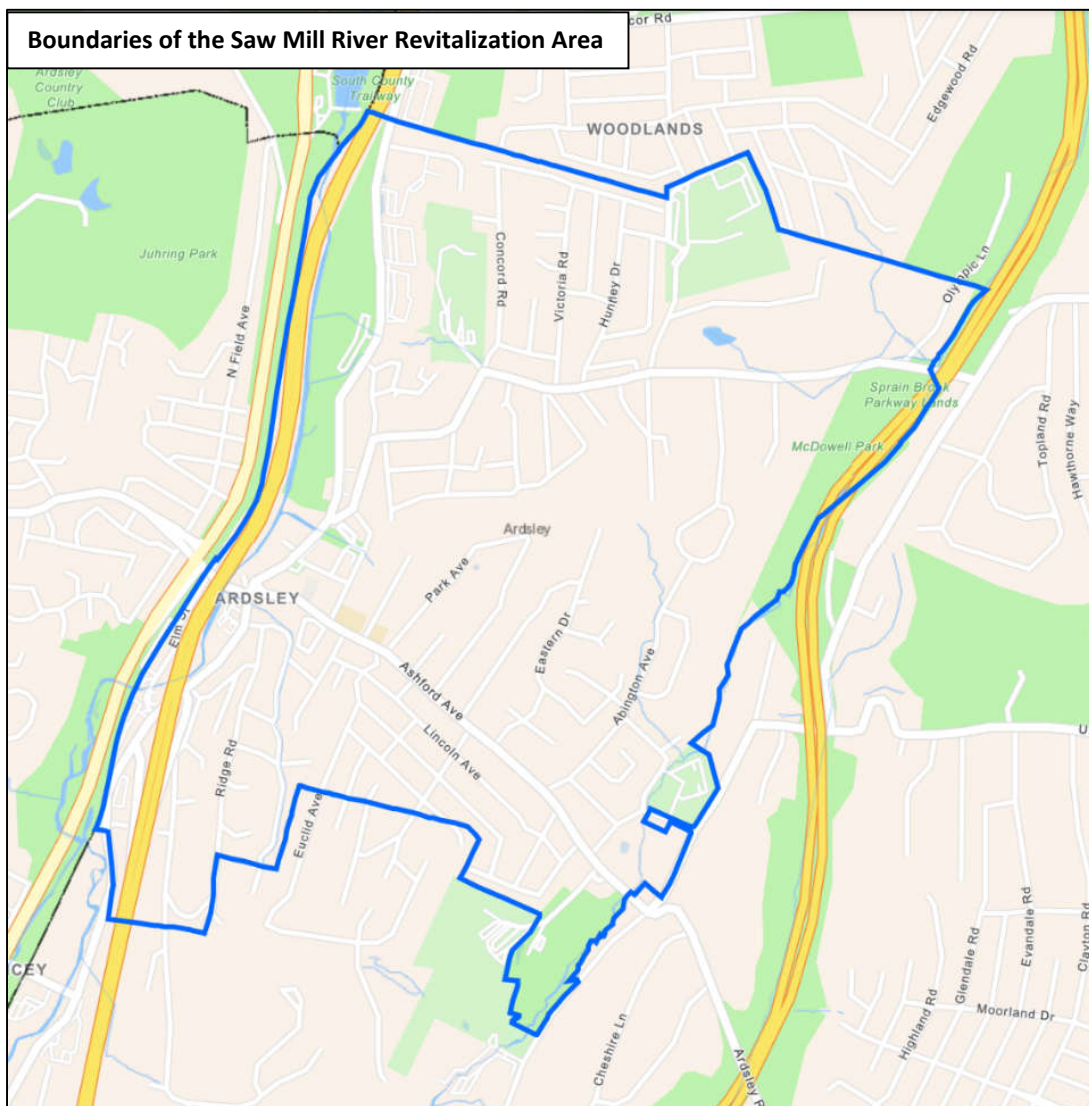
Upon the adoption of the Comprehensive Plan, the Village will then be able to undertake the actions suggested for achieving the SWRRP policies. These actions will be integrated into the Village of Ardsley's Implementation Framework for the Comprehensive Plan. This framework will be periodically updated by the Village of Ardsley to ensure that proposed actions are feasible and also the most effective means for achieving the community's vision for the Saw Mill River Watershed.

## CHAPTER 1: GEOGRAPHIC DESCRIPTION

This chapter describes the boundaries of the Saw Mill River Revitalization Area as well as other relevant spatial characteristics affecting the Saw Mill River Watershed.

### Saw Mill River Revitalization Area

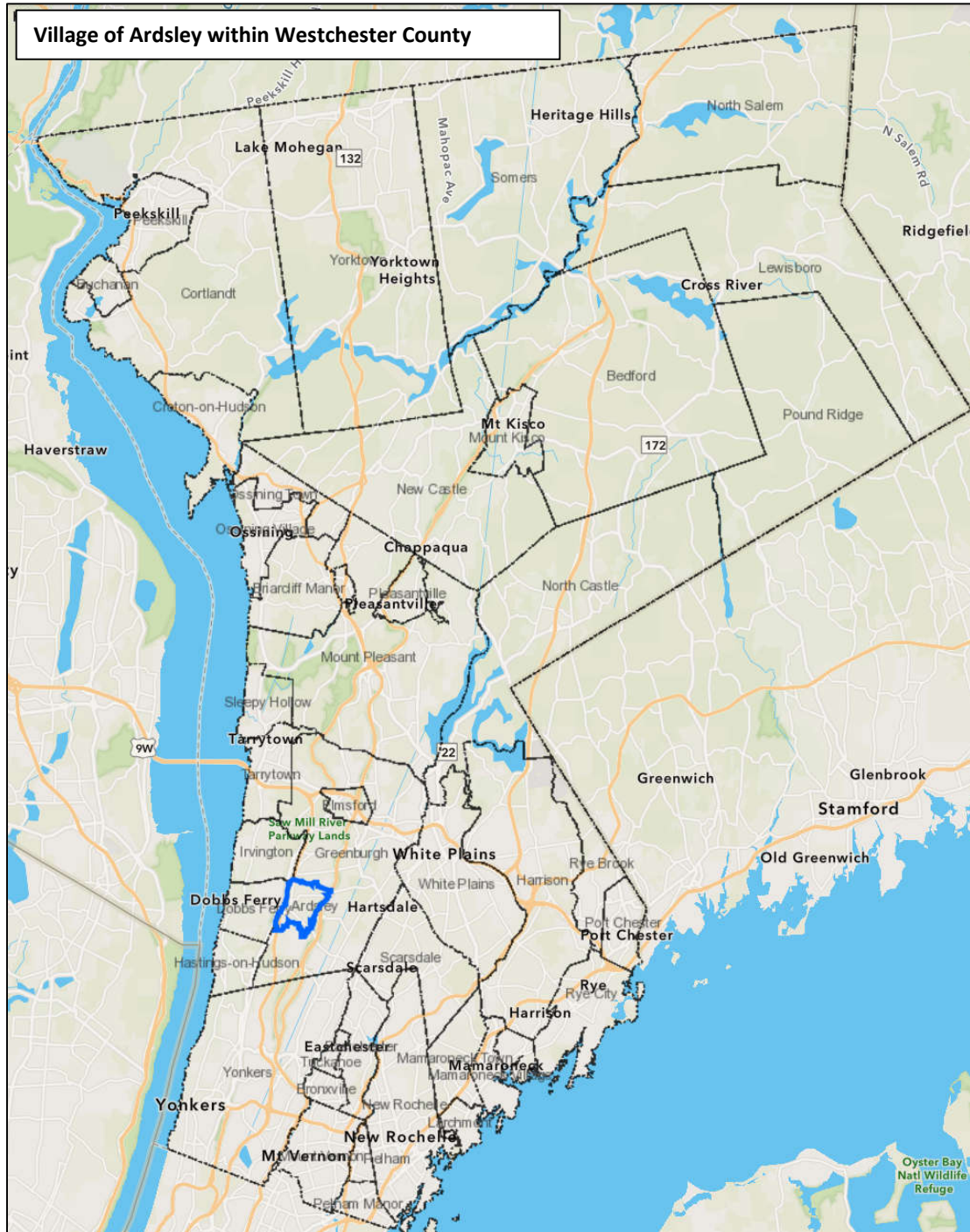
The Village of Ardsley has defined the entire area within the boundaries of the Village as the study area for the Saw Mill River Revitalization Area. There are several reasons for including the entirety of the Village. First, the Village of Ardsley is only 1.3 square miles. As such, all residents in Ardsley live within relatively close proximity to the Saw Mill River and have a stake in its revitalization. Second, the Saw Mill River runs along most of the Village's western border. Lastly, the east side of the village includes a segment of the Sprain Brook, a tributary of the Bronx River. While the focus of the SMRRP is of course on the Saw Mill River, including the entire village within the study area allowed for the possibility of at least contemplating the potential application of certain watershed policies to the Sprain Brook as well as the Saw Mill River.



Source: Westchester County

## Regional Context

Located within Westchester County and set within the Town of Greenburgh, the Village of Ardsley is located 19 miles north of midtown Manhattan. The Village's western border runs alongside the New York State Thruway (I-87) and the Saw Mill River Parkway. The Village is not directly served by a train station. The closest Metro North stations are located in Scarsdale, east of the Village, and Dobbs Ferry, which is directly west of the Village.



Source: Westchester County



### The Saw Mill River Watershed

The 23.5 mile Saw Mill River is the southernmost tributary of the Hudson River and located entirely within Westchester County. Originating in the Town of New Castle, the river enters Ardsley beneath the Saw Mill River Parkway at Macy Park. Continuing alongside the Village's western border and flanked by the New York State Thruway, the Saw Mill River continues for 1.3 miles within the Village and then crosses beneath the New York State Thruway at Elm Street. The river proceeds southward to Yonkers, where it empties into the Hudson River underneath the Metro North Rail Station.

Approximately 473 acres of Ardsley fall within the Watershed, comprising 2.8% of the total land area covered by the Saw Mill River Watershed in Westchester. The village's land area is roughly split between two watersheds, the Saw Mill River watershed on its western half and the Bronx River watershed on its eastern half.

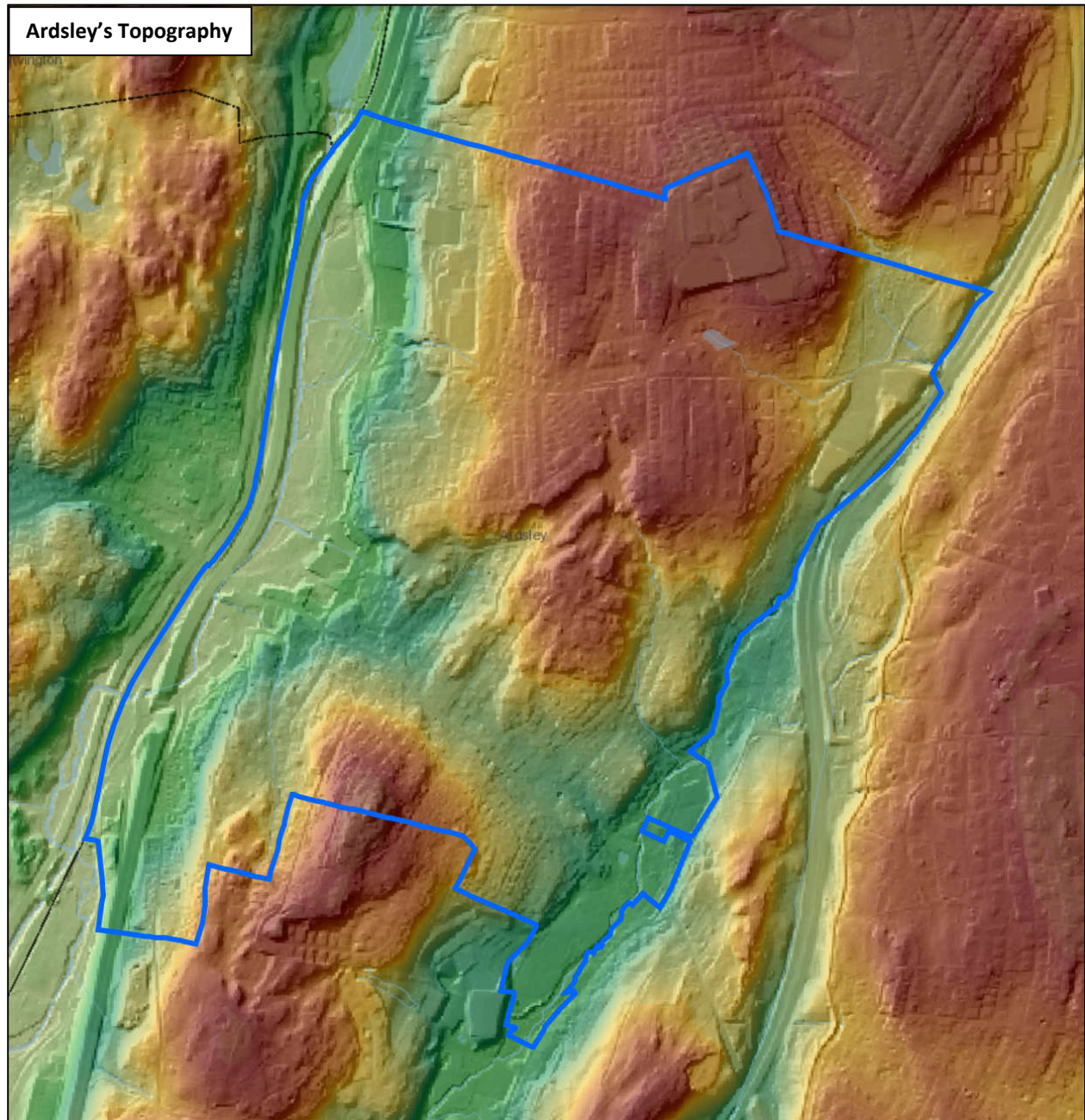
Since 2007, the Village of Ardsley has been a member of a consortium of 11 localities coordinating watershed management activities originally through Groundwork Hudson Valley's Saw Mill River Coalition and now through Westchester County's Saw Mill River Watershed Advisory Board.



Source: Westchester County

## Topography

As shown in the Digital Elevation Model below, the Village of Ardsley's topography consists of two higher elevation plateaus (represented in brown) flanked by the Saw Mill River Valley watershed on the west and the Bronx River watershed on the east. The variation in the village's topography results in fairly extensive steep slopes along the shoulders of the plateaus.



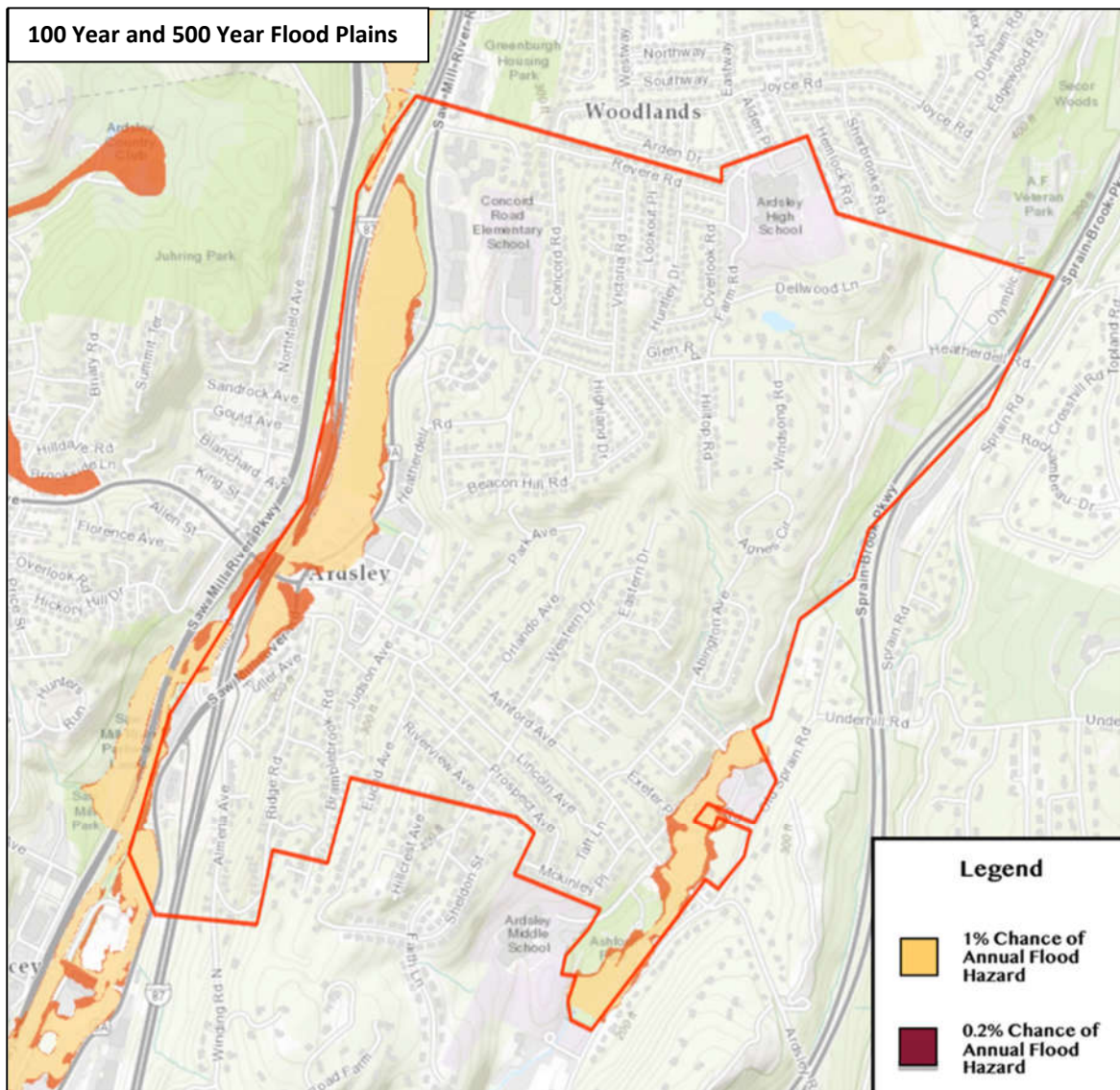
Source: Westchester County



## Flood Plain & Wetlands

The spatial extent of flood hazard areas within the Village of Ardsley is defined by FEMA's 2007 Flood Insurance Rate Maps and Flood Insurance Study.<sup>1</sup> As shown in the map below, much of the western edge of the village including most of the central business district falls within the 100 year flood plain, where there is a 1% chance of Annual Flood Hazard in the areas immediately east of the Saw Mill River. The southeastern corner of the Village, served by the Sprain Brook, also falls within the flood plain. This area also features a wetland as identified by the presence of hydric soils.

Although there are hydric soils within the Saw Mill Watershed and Bronx River Watershed, there are no official wetlands in the village that are regulated by the New York State Department of Environmental Conservation.

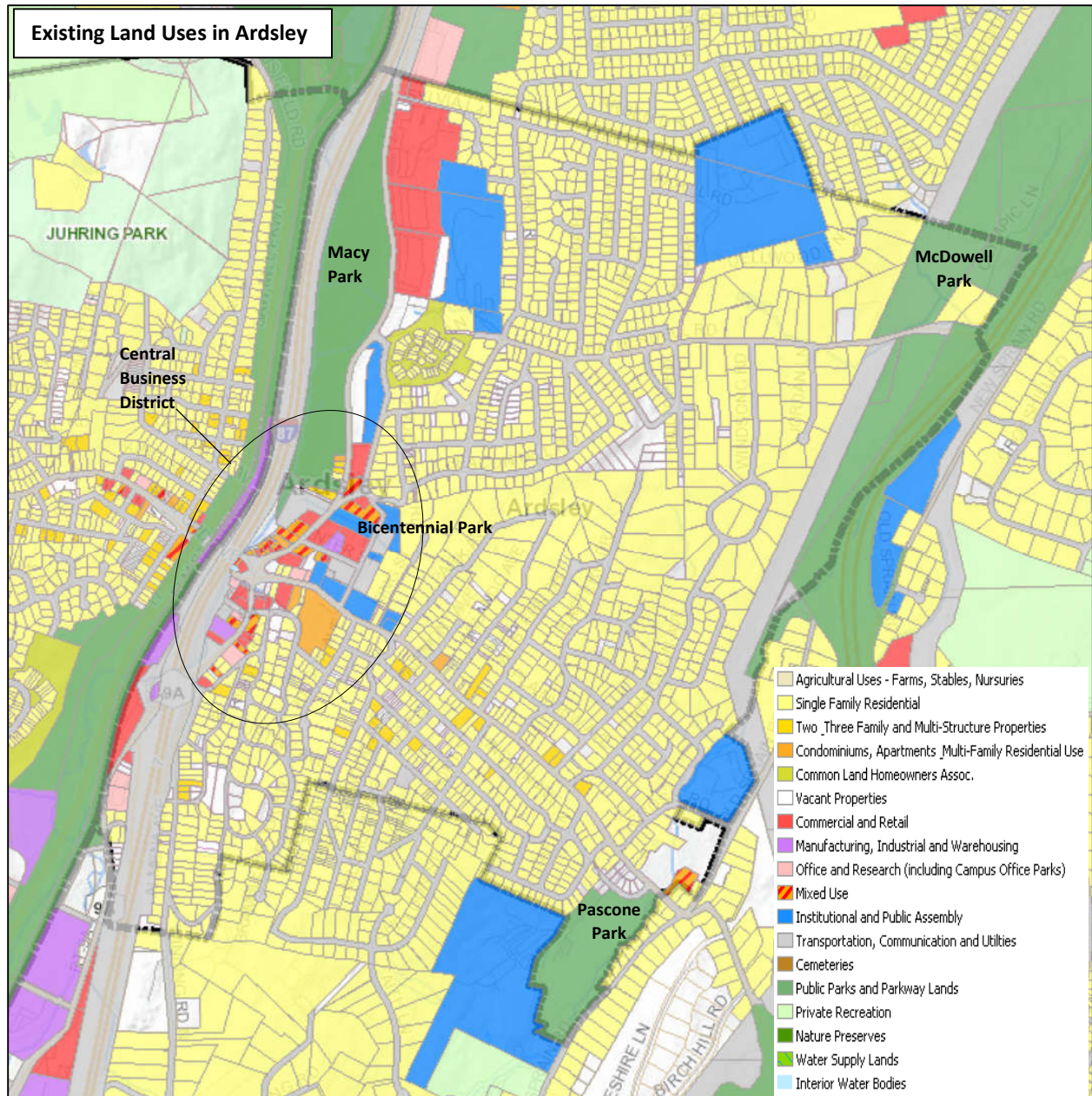


Source: Westchester County

<sup>1</sup> In 2014, FEMA issued updated Flood Insurance Rate Maps for New York. Review of these maps does not reveal a change in the extent of the flood hazard areas within Ardsley as were defined by the 2007 maps. FEMA's maps have not yet been made effective and so remain preliminary in status.

## Land Use

The overwhelming land use in the village is single family residential uses. Commercial and retail uses are concentrated along Route 9A and Ashford Avenue, whose intersection forms the gateway into the village's Central Business District. Parks are located mainly at the Village's corners with Macy Park on its northwest, McDowell Park on its northeast, and Pascone Park on its southeast. Bicentennial Park is a small parkland located off of Route 9A just north of Center Street. Macy Park is designated by Westchester County as a Critical Environmental Area. This designation requires evaluation of the environmental impacts that a proposed action may have upon the parkland as part of the state's mandated environmental review process.



Source: Westchester County



## CHAPTER 2: INVENTORY OF WATERSHED ASSETS AND RESOURCES

This chapter inventories the key assets of the Saw Mill Watershed including parks and viewing areas, natural resources, civic resources, and commercial services.

### Parks, Trails and Views of the Saw Mill River

As noted in Chapter 1, there are four parklands situated within the village. However, only Macy Park provides direct views of the Saw Mill River and access points to the river's eastern bank.

Managed by Westchester County, the 172-acre Macy Park provides a variety of different passive and active recreational options alongside the eastern bank of the Saw Mill River. These options include athletic fields available for rental, a playground, comfort stations and a picnic pavilion. The primary vehicular entrance and parking area for Ardsley visitors to the park is located just south of the ballfields and across from the Waterwheel condominium complex.

The northern section of Macy Park includes Woodlands Lake that is used for fishing and ice skating. However, this part of the park is located outside of Ardsley and across the Thruway. Woodlands Lake is served by the South County Trailway and there is an entry point to the South County Trailway located just south of Ashford Avenue Bridge. However, the trailhead like the rest of the trailway is located west of the New York State Thruway. As such, the trail does not provide access to the east bank of the Saw Mill River in Ardsley.

East of Macy Park is the north south axis of Route 9A that links the park to the Central Business District. There is not a continuous sidewalk on either side of Route 9A. On the west side of Route 9A, just north of its intersection with Heatherdell Road, there is a paved pedestrian entrance to Macy Park. Within Macy Park, there is a paved pedestrian pathway, but it does not run continuously along the river's bank.

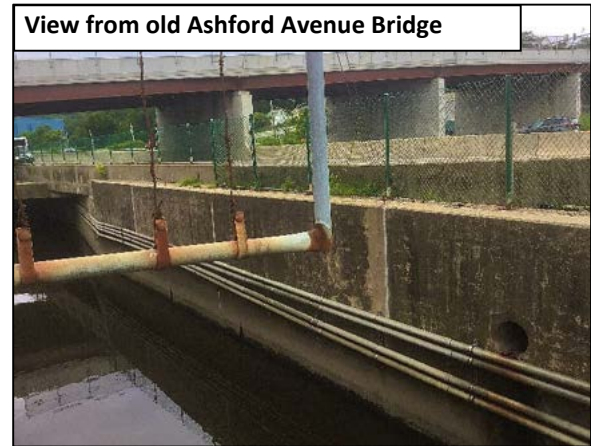
Along the edge of Macy, there are several points where there are views of the Saw Mill River including the entrance of the river into northern Ardsley and the area south of the soccer fields. However, most of the river views within Macy Park are obstructed either by a dense vegetated berm or fencing around the athletic fields.





## SAW MILL RIVER REVITALIZATION PLAN

Other places where the Saw Mill River is visible include the blowoff area just north of the flood control wall's terminus, Addyman Square, the parking lot of Bridge Street Plaza, and the exit of the river from Ardsley at Elm Street.



## Natural Resources

A systematic inventory of the trees, natural vegetation, and wildlife has not been completed for the section of the Saw Mill River Watershed that falls within Ardsley. What has been completed between 1989 and 2013 are a number of biodiversity studies that have inventoried the varieties of species found throughout the watershed. The table below summarizes the findings from these studies as reported by Groundwork Hudson Valley.

Biodiversity Studies in the Saw Mill River Watershed		
Study Sponsor	Year of Study	Key Findings
Ferry Sloops	1989	22 fish species
US Army Corps of Engineers	2004	13 fish species
NYS DEC	2004	13 fish species
Westchester County Parks	2005	Woodlands Lake: 26 tree species, 39 plant species, 19 bird species.  Farragut Avenue: 12 tree species, 33 plant species, 19 bird species, 6 fish species, 6 reptile species, 3 macroinvertebrate species;
Lehman College with Saunders High School students	2008	8 species of fish.
Groundwork Hudson Valley and its Coalition Partners (Bioblitz)	2009	642 species
Hudsonia	2009-2013	American Eel

Source: Groundwork Hudson Valley

## Historic and Cultural Resources

There are no sites in the Village of Ardsley on the State and National Registers of Historic Places. In the 1980's the Westchester County Department of Planning conducted an inventory of all buildings in the Village to determine if any warranted listing on the National Register. After an initial survey, 81 buildings were found to meet the criteria for further analysis. Of these 81 properties, five properties were found to be potentially eligible for listing on the National Register: 524 Ashford Avenue, 541 Ashford Avenue, 560 Ashford Avenue, 572 Ashford Avenue, 582 Ashford Avenue. None of these five properties are located on the banks of the Saw Mill River.

## Watershed Infrastructure

The infrastructure in the Village that affects the Saw Mill River Watershed include water supply, sanitary sewers, flood control measures, and storm sewers. The Village of Ardsley is a Municipal Separate Storm Sewer System in which storm water runoff and sanitary sewage are piped separately, and not a single waste stream.

## Water Supply

The Village's potable water comes entirely from the New York City Water Supply System and is provided by Suez Westchester Water District 1. One of the system's three aqueducts, the Croton Aqueduct, was built through Ardsley and a portion of it lies beneath the Library in the Village's Central Business District. However, all water supplied to Ardsley by Suez come from Catskill and Delaware Aqueducts. The Village's water distribution systems consist of water mains and individual lateral connections.



Suez routinely examines the contaminants and health effects of the water it purchases from New York City. In 2019, Suez published its Annual Drinking Water Quality Report.<sup>2</sup> As documented in the report, there were no water supply shortages in 2019. Also, the amount of contaminants detected in the water supply was below the maximum levels allowed under New York State regulations. These contaminants include nitrate, nitrite, lead and copper, volatile organic contaminants, synthetic organic contaminants, inorganic contaminants, total trihalomethanes, and coliform bacteria.

### Sanitary Sewer System

The Village lies within two separate sewer districts, the Bronx Valley Sewer District Sewer to the east and the Saw Mill Sewer District to the west. Sanitary sewer lines within the Bronx Valley District are connected to the County trunk sewer located along the Bronx River, and sanitary sewer lines within the Saw Mill district connect to the County trunk sewer located along the Saw Mill River. Both trunk lines merge south of the Village in Hastings-on-Hudson, where the trunk line continues south to the Yonkers Joint Treatment Plant.

Although the Village has no role in the treatment of water, it does manage the infrastructure used for local collection. Also, the Village recently established a Sewer Fund in which system users will be billed by a third-party based upon water usage data from Suez. Proceeds from the fund will be used to pay for maintenance and repair of the Village's local sewer collection network.

### Flood Control Project

In the late 1980s, the US Army Corps of Engineers undertook a flood control project that involved the construction of an 1,160-foot long and 14-foot high flood wall along the east bank of the Saw Mill River and just west of the Village Green business area. Also constructed by the Army Corps of Engineers, as part of the flood control project were two detentions basins that treat stormwater prior to release into the adjacent Saw Mill River.

The Village Green Detention Basin is a 0.85-acre facility located just south of Macy Park. The Addyman Square Detention Basin is a 0.07-acre facility located just north of the Ashford Avenue Bridge retaining wall. Both detention basins feature retaining walls that run alongside the east bank of the Saw Mill River.



<sup>2</sup> <https://www.mysuezwater.com/sites/default/files/WC1waterquality2019.pdf>

The flood control project is managed by the New York State Department of Environmental Conservation and maintained by the Village of Ardsley. The US Army Corps of Engineers conducts periodic inspections of the infrastructure. DEC also maintains a pump in New Paltz that is available for loan to the Village should water levels flood the detention basin and require pumping into the blowoff. Hookups to the pumps have recently been installed by DEC.

Prior to the construction of the Flood Control Project, flooding from the Saw Mill River occurred during major storm events and spilled across Route 9A and into the Central Business District. Over the past two decades, there have been several major storm events such as Tropical Storm Floyd in 1999, the Nor'easter in 2007, and Hurricane Sandy in 2012. Although these events caused damages to commercial businesses, they did not result in the kind of flooding that had occurred in the CBD prior to the completion of the flood control project.

### Stormwater Treatment Facilities

Besides the detention basins built by the US Army Corps, the Village also maintains 597 catch basins and storm drains. As necessary, catch basins are cleaned and replaced by the Village Highway Department. Also, there are two large-scale privately owned stormwater treatment facilities within the Village including Dellwood Pond maintained by the Dellwood Residents Association and two bioretention basins maintained by the Woodlands Senior Housing Development.

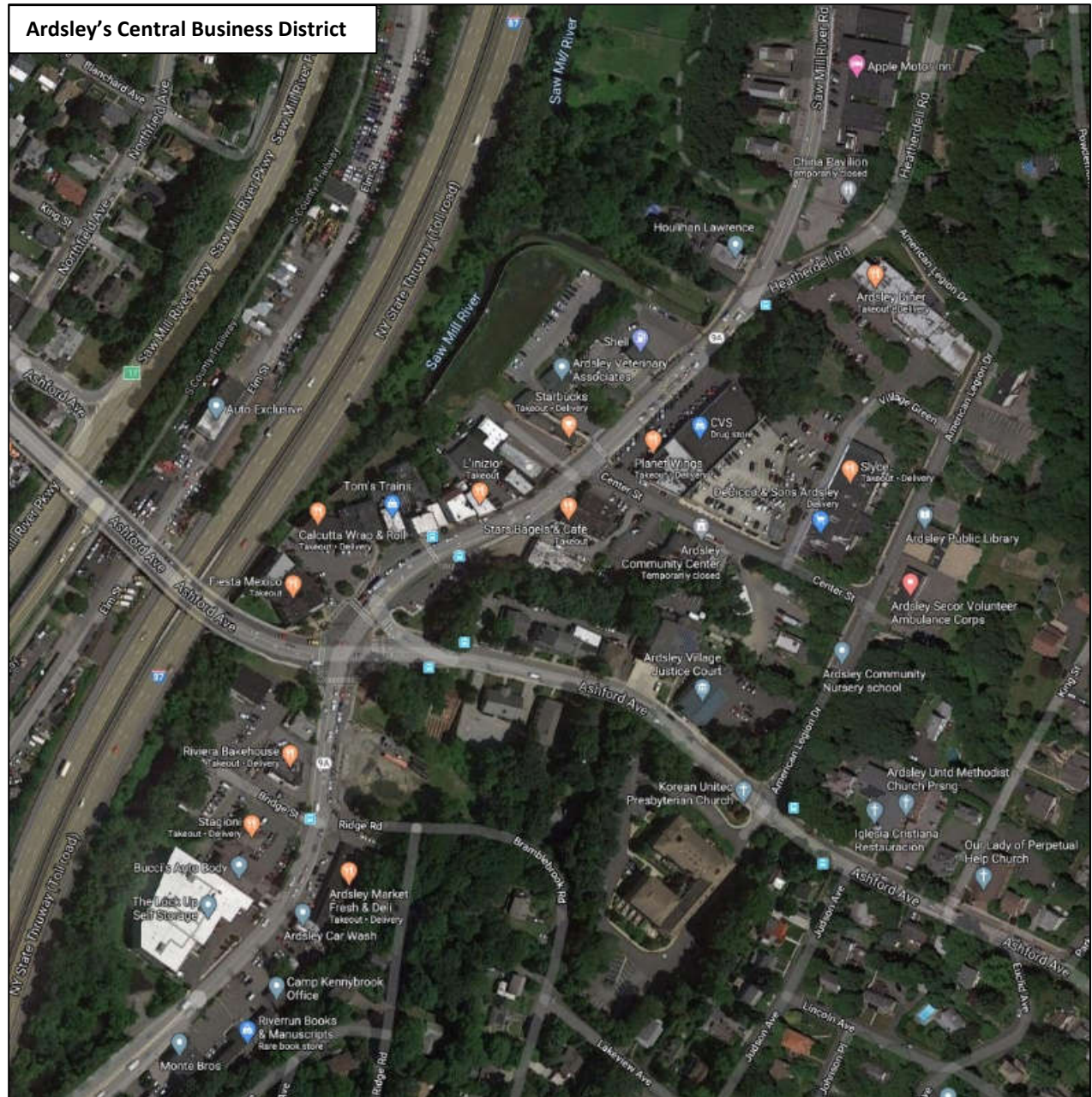
### Commercial Districts

As mentioned in Chapter 1, commercial uses in Ardsley are concentrated on the western edge of the Village and so proximate to the east bank of the Saw Mill River. As shown in the aerial map below, the Village's historic Central Business District is focused around the intersection of Route 9A and Ashford Avenue. Most of the commercial uses in this area are retail establishments or restaurants. There are very few residential units. Although there are some commercial buildings on Route 9A that are built flush with the street edge, most of the CBD's built form is auto-oriented with built structures set far back from the roadway and fronted by surface parking. A key commercial node within the CBD is Bridge Street Plaza where a number of commercial structures are spread across an area partially owned by the Village and located just beyond the east bank of the Saw Mill River.

The CBD does not have a formal public square or area for congregation. However, the parking lot of Addyman Square, a commercial plaza located west of Route 9A and abutting the Flood Control Project, is sometimes used for public events. Also, the CBD features several key civic institutions including the Village Hall, Ardsley Village Court, Ardsley Firehouse, Village Community Center, Ardsley Public Library, and Ardsley-Secor Volunteer Ambulance Corps.

Besides the CBD, the Village also supports two other commercial nodes including a cluster of commercial malls located on the east side of Route 9A across from the ball fields in Macy Park and a secondary cluster of commercial uses south of the CBD that includes a hotel along Elm Street and sports complex building.





Source: Google Maps

## CHAPTER 3: EXISTING POLICIES

This chapter provides brief summaries of the local, county, and state policies affecting the preservation, development, and use of the Saw Mill River. While all of the policies presented in this chapter have some impact on the revitalization of the watershed, the Village policies are especially relevant to the SMRRP since they reveal what the Village is already doing to advance the watershed's revitalization and the kinds of interventions that fall within its purview. Also, many of the local policies have been shaped by laws, best practices, and general guidance from state and federal policy initiatives. As such, the local policies also provide a window in to the way that the Village is complying with higher level regulatory schemes such as the federal laws regarding water pollution or flood hazard control.

### Local Policies

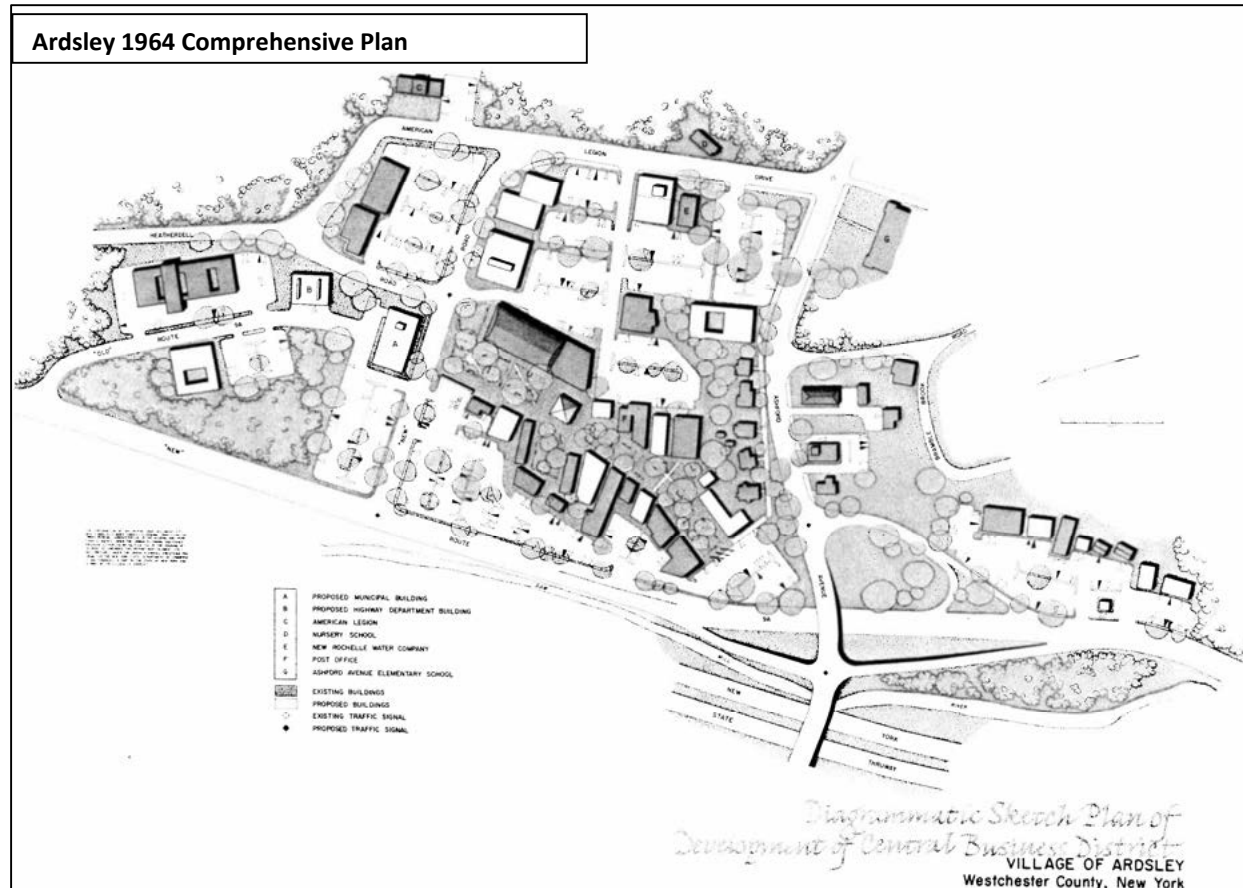
#### Ardsley Comprehensive Plan (1964)

Prepared in 1964 by Raymond & May Associates, Ardsley's Comprehensive Plan focuses largely on the preservation of the village's predominantly single-family residential character while presenting proposals for modifying circulation and parking within the Central Business District. However, these proposals are not shaped by any objectives related to increasing access or use of the Saw Mill River.

The core proposal in the 1964 Comprehensive Plan involved the building of a new Route 9A by relocating the Saw Mill River and building a limited access bypass road that would run alongside it between the then Water Wheel Inn Restaurant and the Elm Street, just north of the Thruway Overpass. The "old Route 9A" would then be closed to vehicular traffic, thereby enabling the creation of a pedestrian mall. Under this model, the CBD could be transformed into a "modern suburban shopping center" in which scattered-site parking lots and curbside parking spaces would be replaced by large shared parking areas behind commercial buildings.

The plan makes almost no mention of the environmental condition of the Saw Mill River Watershed, stating only that "pollution of streams or the atmosphere should be avoided". Similarly, the plan does not offer suggestions for enhancing connections to Macy Park or optimizing its recreational offerings since the park was under the control of Westchester County.





Source: Raymond & May Associates, Ardsley 1964 Comprehensive Plan

## Ardsley Zoning Regulations

As shown in the table and map below, there are six different zoning districts along the length of the Route 9A corridor that runs alongside the Saw Mill River.<sup>3</sup> The zoning code also provides regulations restricting development in areas with wetlands and steep slopes.<sup>4</sup>

Permissible Uses within Route 9 Corridor Along the Saw Mill River		
Zoning Code	Description	Permissible Uses
B-1	General Business District	One- family homes and Multi-family homes; retail; restaurants
B-2	Special Business District	Commercial and industrial uses with restrictions; quick-service dining establishments by special permit
R-1	One-Family Residential District	One-family homes with 40K sf minimum Lot Size
R-2	One-Family Residential District	One-family homes with 10K sf minimum Lot Size
R-4	Residential District	One- family homes and Multi-family homes
CCH	Conservation of Clustered Housing District	One- family homes and Multi-family homes but structures may be clustered, attached, and semi-detached.

<sup>3</sup> Ardsley Zoning Code: <https://ecode360.com/5113364>

<sup>4</sup> Ardsley Regulations Regarding Wetlands and Steep Slopes: <https://ecode360.com/5114056#5114056>

## Ardsley Stormwater Management Plan

The Village of Ardsley's Stormwater Management Plan documents the Village's efforts to comply with the US Environmental Protection Agency's Phase II Stormwater Management Program.<sup>5</sup> Administered by the New York State Department of Environmental Conservation, the plan compels Ardsley's adoption of stormwater management practices that help bring all waters of the United States to swimmable and fishable quality. Pollutants of Concern in the Saw Mill River are phosphorus, low dissolved oxygen, pathogens, and chlordane. The Bronx River contains low dissolved oxygen and pathogens. The plan details

<sup>5</sup> Ardsley Stormwater Management Plan: <https://www.ardsleyvillage.com/stormwater-project/pages/stormwater-management-plan>

the way that the Village of Ardsley is actively working to ensure that these levels of pollutants are minimized by undertaking actions in six areas described as Minimum Measures:

1. MM 1: Public Outreach and Education
2. MM 2: Public Participation
3. MM 3: Illicit Discharge Detection and Elimination
4. MM 4: Construction Site Erosion and Sedimentation Control
5. MM 5: Post-Construction Stormwater Management
6. MM 6: Pollution Prevention/Good Housekeeping for Municipal Operations

### Ardsley Storm Sewer Law

Chapter 170 of the Village of Ardsley Code addresses illicit discharge and elimination.<sup>6</sup> The law concerns monitoring of stormwater runoff, establishes permission to test runoff water throughout the Village and delineates how to deal with illicit discharges if found.

- Article I defines the purpose and objectives of the Village's storm sewer law.
- Article II presents the definition of terms referenced in the law.
- Article III states that the storm sewer law applies to all waters entering the MS4 generated on any developed or undeveloped lands unless explicitly exempted from an authorized enforcement agency.
- Article IV assigns responsibility for the administration and enforcement of the law to the Village's Stormwater Management Officer.
- Article V states that the invalidation of one section of the law does not invalidate the remaining provisions of the law.
- Article VI prohibits illegal discharges while providing for certain exceptions.
- Article VII prohibits activities that contaminate stormwater.
- Article VIII requires adoption of best management practices to control illicit discharges and activities
- Article IX empowers the Stormwater Management Officer to suspend MS4 discharge access in order to stop an illicit or dangerous discharge.
- Article X requires full compliance with SPDES stormwater discharge permits for industrial or construction activity.
- Article XI establishes permission for the Stormwater Management Officer to inspect facilities subject to the law in order to monitor compliance.
- Article XII requires facility operators to discover, contain, clean, and announce any spills of hazardous materials.
- Article XIII - XX outlines the notification procedures, penalties, and available remedies in cases where a person has violated the storm sewer law.

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<sup>6</sup> Ardsley Storm Sewer Law: <https://ecode360.com/5112378#5112378>

The table below presents the policy objectives of the storm sewer law.

Objectives of the Village of Ardsley's Storm Sewers Law
1. To meet the requirements of the SPDES general permit for stormwater discharges from MS4s, Permit No. GP-02-02 or as amended or revised;
2. To regulate the contribution of pollutants to the MS4 since such systems are not designed to accept, process, or discharge non-stormwater wastes;
3. To prohibit illicit connections, activities, and discharges to the MS4;
4. To establish legal authority to carry out all inspection, surveillance, and monitoring procedures necessary to ensure compliance with this chapter; and
5. To promote public awareness of the hazards involved in the improper discharge of trash, yard waste, lawn chemicals, pet waste, wastewater, grease, oil, petroleum products, cleaning products, paint products, hazardous waste, sediment and other pollutants into the MS4.

Source: Chapter 170 of Village of Ardsley Code

### Ardsley Stormwater Management Law

Chapter 171 of the Village of Ardsley Code addresses Stormwater Management and Erosion and Sediment Control.<sup>7</sup> The regulations presented in this chapter establish minimum stormwater management requirements and controls to protect and safeguard the general health, safety, and welfare of Ardsley residents.

- Article I of this code presents the village's core policy objectives regarding stormwater management.
- Article II outlines the contents and standards of stormwater pollution prevention plans that are required for land development activities either under the New York State Department of Environmental Conservation State Pollutant Discharge Elimination System or as part of the Village Ardsley's subdivision, site plan, and special permit regulations.
- Article II outlines the way that the Village, through its Stormwater Management Officer, enforces compliance with its stormwater regulations.

The key policy objectives of the Village's Stormwater Law are summarized in the table below:

Objectives of the Village of Ardsley's Stormwater Law
A. Meet the requirements of minimum measures 4 and 5 of the SPDES General Permit for Stormwater Discharges from Municipal Separate Stormwater Sewer Systems (MS4s), Permit No. GP-0-10-002 or as amended or revised.
B. Require land development activities to conform to the substantive requirements of the New York State Department of Environmental Conservation State Pollutant Discharge Elimination System (SPDES) General Permit for Construction Activities GP-0-10-001 or as amended or revised.
C. Minimize increases in stormwater runoff from land development activities in order to reduce flooding, siltation, increases in stream temperature, and streambank erosion and maintain the integrity of stream channels.

<sup>7</sup> Ardsley Stormwater Management Law: <https://ecode360.com/5112485#5112485>



D. Minimize increases in pollution caused by stormwater runoff from land development activities which would otherwise degrade local water quality.
E. Minimize the total annual volume of stormwater runoff which flows from any specific site during and following development to the maximum extent practicable.
F. Reduce stormwater runoff rates and volumes, soil erosion and nonpoint source pollution, wherever possible, through stormwater management practices and to ensure that these management practices are properly maintained and eliminate threats to public safety.
G. Encourage the use of green infrastructure practices to control stormwater runoff in order to, among other things, protect natural areas, reduce impervious cover, and implement runoff reduction techniques to the maximum extent practicable.

Source: Chapter 171 of Village of Ardsley Code

### Village Flood Damage Prevention Law

Chapter 115 of the Village of Ardsley's Code outlines regulations aimed at minimizing the public and private losses due to flood conditions.<sup>8</sup>

- Article I presents the purpose and policy objectives behind the law.
- Article II summarizes the definition of key terms referenced in the law.
- Article III defines the special flood hazard area in the village on the basis of FEMA's flood insurance rate maps.
- Article IV outlines the Village's approach to administering flood hazard prevention by requiring flood development permits for land development activities proposed within the special flood hazard area. Required within these permits is a description of the way that a new structure will be floodproofed in accordance with FEMA regulations as well as a description of the way that any watercourse may be altered as a consequence of the development activity.
- Article V presents the general construction standards required for land development activities within the special flood hazard area specified in FEMA's Flood Insurance Rate Map.
- Article VI describes the procedure and considerations involved in a developer's request for a variance from the requirements of the Village's Flood Damage Prevention Law.

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<sup>8</sup> Ardsley Flood Damage Prevention Law: <https://ecode360.com/5111716#5111716>

The table below summarizes the key policy objectives of the proposed flood damage prevention law.

Policy Objectives of the Village of Ardsley's Flood Damage Prevention Law	
A.	Protect human life and health.
B.	Minimize expenditure of public money for costly flood-control projects.
C.	Minimize the need for rescue and relief efforts associated with flooding and generally undertaken at the expense of the general public.
D.	Minimize prolonged business interruptions.
E.	Minimize damage to public facilities and utilities, such as water and gas mains, electric, telephone and sewer lines, streets and bridges located in areas of special flood hazard.
F.	Help maintain a stable tax base by providing for the sound use and development of areas of special flood hazard so as to minimize future flood-blight areas.
G.	Provide that developers are notified that property is in an area of special flood hazard.
H.	Ensure that those who occupy the areas of special flood hazard assume responsibility for their actions

Source: Chapter 115 of Village of Ardsley Code

## County Policies

### Westchester County Stormwater Management Law (2011)

Enacted in 2011, the county's stormwater management law was adopted to address flooding problems within the county's watersheds.<sup>9</sup> The law mandates that the County's Commissioner of Planning coordinate with other County departments and municipalities to prepare a Reconnaissance Plan for each of Westchester's major drainage basins. The law also established a County Stormwater Advisory Board in addition to basin-wide advisory boards to facilitate the development of the Reconnaissance Plans.

### The Saw Mill-Pocantico Reconnaissance Plan (2012)

Prepared in compliance with the Westchester County Stormwater Management Law, the plan compiled and evaluated information about flood problem areas. Projects designed to addressing flooding in these areas were then evaluated and prioritized for funding.<sup>10</sup> The flood problem areas that were identified in Ardsley included Macy Park, Village Green, Addyman Square, Bridge Street Plaza, and Elm Street. In 2018, municipalities responded to a watershed survey that enabled them to provide update information on flooding areas and the status of projects aimed at redressing issues in these areas. A status report summarizing the findings from the study did not identify any updates for projects within Ardsley.

<sup>9</sup> Westchester County Stormwater Management Law:  
<https://planning.westchestergov.com/images/stories/stormwater/wcstormwaterlegislation.pdf>

<sup>10</sup> The Saw Mill-Pocantico Reconnaissance Plan: <https://planning.westchestergov.com/images/stories/reports/ReconPlanSMR.pdf>

### Westchester County Hazard Mitigation Plan (2015)

In partnership with Westchester municipalities, Westchester County prepared a countywide multi-jurisdictional multi-hazard mitigation plan.<sup>11</sup> Based upon an inventory of a range of natural as well as man-made hazards, the plan outlines mitigation strategies and action items for minimizing the damages from future disaster and facilitating recovery. The plan includes an annex that specifically focuses on the Village of Ardsley. The plan provides useful tables summarizing the following information:

- New development projects built in the Village between 2005 and 2015
- Natural Hazard Events that occurred within the Village between 2005 and 2015
- Estimations of the potential dollar losses and probability of occurrence for various kinds of hazards
- Summary of the National Flood Insurance Program's administration within Ardsley including the number of policies, claims, loss payments, and repetitive losses.
- Mapping and description of the flood prone areas in the village that were identified in the Saw Mill-Pocantico Reconnaissance Plan.
- Inventory of the regulatory tools already used by the Village in order to minimize the effects of hazards
- Status reports on past hazard mitigation strategies
- Proposals for new hazard mitigation strategies.

Westchester County is currently in the process of updating the 2015 Hazard Mitigation Plan. The updated version is expected to include a revised annex for the Village of Ardsley. The plan will be interlinked with a state-level hazard mitigation plan that was updated in 2019 by the New York Division of Homeland Security.

### State Policies

#### New York State Environmental Conservation Law

Article 17 of the State's Environmental Conservation Law addresses water pollution and establishes the State Pollutant Discharge Elimination System (SPDES) to maintain New York's waterways at a reasonable level of purity.<sup>12</sup> Approved by the United States Environmental Protection Agency in accordance with the Clean Water Act, SPDES regulates surface wastewater as well as stormwater discharges.

#### New York State Community Risk and Resiliency Act (2014)

Aimed at strengthening New York State's preparedness for the effects of climate change and extreme weather events, the Community Risk and Resiliency Act ("CCRA") specifically requires that allocations of state funds, facility siting regulations and permits include consideration of resiliency measures.<sup>13</sup> The CCRA includes five major provisions:

- The New York State Department of Environmental Conservation is required to adopt science-based sea-level rise projections.<sup>14</sup>
- Consideration of sea-level rise, storm surge, and flooding in facility siting, permitting and funding for a broad range of state programs.

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<sup>11</sup> Westchester County Hazard Mitigation Plan: <https://planning.westchestergov.com/environment/2016-01-28-16-16-46/hazard-mitigation-plan-downloads>; [https://planning.westchestergov.com/images/stories/pdfs/HazardMitigation/Section\\_9/9\\_22Ardsley.pdf](https://planning.westchestergov.com/images/stories/pdfs/HazardMitigation/Section_9/9_22Ardsley.pdf)

<sup>12</sup> New York State Environmental Conservation Law: <http://public.leginfo.state.ny.us/lawssrch.cgi?NVLWO>:

<sup>13</sup> New York State Community Risk and Resiliency Act: <http://www.dec.ny.gov/energy/104113.html>

<sup>14</sup> New York State Department of Environmental Conservation's Sea-Level Rise Projections: <https://www.dec.ny.gov/regulations/103877.html>

- Inclusion of storm surge and flooding to the list of smart growth criteria to be included within the Smart Growth Public Infrastructure Public Policy Act.
- Development of model laws concerning climate risk.<sup>15</sup>
- Guidance on natural resiliency measures.

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<sup>15</sup> New York State Department of State's Model Local Laws to Increase Resilience:  
[https://www.dos.ny.gov/opd/programs/resilience/Model\\_Local\\_Laws\\_to\\_Increase\\_Resilience.pdf](https://www.dos.ny.gov/opd/programs/resilience/Model_Local_Laws_to_Increase_Resilience.pdf)



## CHAPTER 4: PROPOSED POLICY FRAMEWORK

Presented below are five potential policy goals that could be used to define the Village of Ardsley's long-term approach for achieving the community's vision for revitalizing the Saw Mill River Watershed. For each these five goals, a set of proposed actions have been identified as pathways for achieving the policy's desired outcome.

Draft Saw Mill River Revitalization Policy Goals for Community Review	
#1: Plan Responses to Potential Hazards, Emergencies, Risks and Vulnerabilities of The Ardsley Watershed.	
#2: Promote Public Stewardship of the Watershed	
#3: Improve Public Access and Use Within Ardsley's Parklands	
#4: Adopt Resiliency Measures That Reduce Water Pollution, Enhance Biodiversity and Limit Flood Damage	
#5: Enhance the Economic Vitality of the Central Business District by Enhancing Connections to the Riverfront	

The process of policy-making was shaped and informed by several critical sources. First, the large corpus of policy suggestions suggested in the earlier stages of the Draft Comprehensive Plan were compiled and edited. Secondly, new policies were identified from best practice guides in local waterfront revitalization and resiliency planning guidance documents including the EPA and FEMA's Local Assessment Tool for Resilience Implementation and Strategic Enhancement.<sup>16</sup> Lastly, existing policies (as summarized in Chapter 3) were reviewed in order to determine which policies were already in place and what policies or action steps had yet to be adopted and merited consideration.

All of the potential actions steps for each policy were then carefully evaluated to determine their necessity, administrative feasibility, and financial feasibility. In the tables below, the actions highlighted in yellow indicate that they were deemed to be viable. The other non-highlighted action steps were deemed to be unnecessary or infeasible. However, they have been retained in the table for the purpose of documenting their consideration.




Once the draft policies and action steps are further vetted by the community, the SMRRP will be revised to include a recommended list of land use changes and projects that would be required for the SMRRP's implementation.

<sup>16</sup> EPA and FEMA's Local Assessment Tool for Resilience Implementation and Strategic Enhancement: [https://www.dos.ny.gov/opd/programs/resilience/Community\\_Resilience\\_C-RISE.pdf](https://www.dos.ny.gov/opd/programs/resilience/Community_Resilience_C-RISE.pdf)

Draft Saw Mill River Revitalization Goal #1: Plan Responses to Potential Hazards, Emergencies, Risks and Vulnerabilities of The Ardsley Watershed.				
Proposed Action	Necessity	Administrative Feasibility	Financial Feasibility	Notes
A. Continue to maintain the US Army Corps of Engineers' flood control project and coordinate with New York State Department of Environmental Conservation on its operation.	✓	✓	✓	<ul style="list-style-type: none"> <li>The Village undertook maintenance efforts at the detention basins in 2016 and again in 2019. The Village plans to continue to do this every three years as needed.</li> </ul>
B. Identify federal, state, and local government funding options for pre-disaster improvements, risk-reduction strategies, and infrastructure upgrades.	✓	✓	✓	<ul style="list-style-type: none"> <li>It may be easier for Ardsley to obtain such monies through the County's Hazard Mitigation Plan. However, there may be state grant programs awarded to localities through the CFA process to advance resiliency objectives for concepts such as a new park near Bridge Street.</li> </ul>
C. Update the Village's Emergency Action & Comprehensive Disaster Recovery Plan that includes communication protocols, infrastructure redundancy provisions, emergency access routes, and evacuation strategies.	✓	✓	✓	<ul style="list-style-type: none"> <li>This work needs to be done by the Village regardless of the Saw Mill River Revitalization Plan. But it should be included within the SMRRP since it will directly address flooding hazards in the Village. The plan should align with the Town of Greenburgh's emergency plan.</li> </ul>
D. Require all new critical building systems, including emergency generators to be a floor above the base flood elevation or construct a new addition as a utility room.	✓	✓	✓	<ul style="list-style-type: none"> <li>Though viable for new construction, this requirement cannot be required of pre-existing buildings.</li> </ul>
E. Update the Westchester County Hazard Mitigation Plan's map of Ardsley's hazard prone areas to include FEMA's revised flood insurance rate maps, any new patterns of repetitive losses, areas within the river shed experiencing erosion, and areas of depletions in native habitat.	✗	✓	✓	<ul style="list-style-type: none"> <li>FEMA's 2014 maps have not been made effective. Until that happens, this action is not necessary.</li> </ul>
F. Identify socially vulnerable populations (e.g. age, income and poverty, education, housing, race, disability, social isolation) relative to hazards/hazard-prone areas.	✗	✓	✓	<ul style="list-style-type: none"> <li>This action may be less applicable to Ardsley where there are not areas of concentrated poverty.</li> </ul>
G. Document privately owned structures, elevation certificates, flood insurance policies, claims, settlement amounts, repetitive	✗	✗	✗	<ul style="list-style-type: none"> <li>This information may be retrievable and required as part of the updated Ardsley Annex in the revised</li> </ul>

losses, and severely repetitive losses within Ardsley's floodplains.				Westchester County Hazard Mitigation Plan. However, the Village already has an understanding of its flood prone areas. The Village's acquisition of this information, if it is unattainable from FEMA, is too difficult to obtain since it relates to information held by private owners.
H. Require vulnerability assessments by owners of all structures within Areas of Special Flood Hazard.	✗	✗	✗	<ul style="list-style-type: none"> <li>There might be some information from FEMA about vulnerabilities assessments that have been done for certain buildings that have been floodproofed, applied for insurance monies, or requested removal from the flood plain. There may also be some information held by the Village such as elevation certificates or flood development permits. However, a mandate for all private property owners to conduct vulnerability assessments may introduce legal complexities as well as costly administrative oversight and private property owners' expense.</li> </ul>
I. Facilitate partnerships and mutual aid groups that enable businesses to evaluate potential risks to their operations in the event of an emergency, adopt steps to reduce their potential exposure, and develop emergency response strategies.	✓	✗	✗	<ul style="list-style-type: none"> <li>This action could be useful, but it is not function of Village government. It may be possible to identify a non-Village entity such as a merchant organization or chamber of commerce that could instead lead this action.</li> </ul>
J. Maintain municipal building system redundancies and emergency power facilities for buildings in Areas of Special Flood Hazard.	✗	✓	✓	<ul style="list-style-type: none"> <li>This action is in progress. Village Hall already has backup power services. Con Edison is working on redundancies for the library, community center, and Ardsley-Secor Volunteer Ambulance Corps. However, the only municipal building in the flood hazard area is the highway garage and the Village is building a new facility in a completely different location. As such the action is not necessary.</li> </ul>

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K. Include all relevant Village personnel in emergency planning efforts including emergency response personnel, floodplain manager, and department of public works personnel.				<ul style="list-style-type: none"><li>▪ The Village already does this regularly. So, it is not necessary.</li></ul>
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Draft Saw Mill River Revitalization Policy Goal #2: Promote Public Stewardship of The Watershed				
Proposed Action	Necessity	Administrative Feasibility	Financial Feasibility	Notes
A. Continue public education program, facilitated through the schools (Concord Road Elementary School, Ardsley Middle School, and Ardsley High School).	✓	✓	✓	<ul style="list-style-type: none"> <li>The public education program could be potentially expanded in terms of its reach or diversified in terms of the educational materials and technology platforms utilized.</li> </ul>
B. Continue to advance local awareness of the Saw Mill River through pollution prevention and watershed education and outreach activities.	✓	✓	✓	<ul style="list-style-type: none"> <li>Current programming includes:               <ul style="list-style-type: none"> <li>3 Cleanups each year (Scouts, Ardsley Cares, Saw Mill River Coalition); large-scale Village of Ardsley outreach event year (Trees for Tribes).</li> <li>Door to Door Outfall Testing Outreach</li> <li>Social Media Posts (Facebook)</li> <li>Village Website</li> <li>Public demonstrations (rain gardens, rain barrels, porous pavements, sustainable plantings)</li> </ul> </li> </ul>
C. Prepare an annual Ardsley Watershed Resiliency Report that includes a standardized set of metrics related to watershed management and monitoring. Include data from stream gauges once adopted by Westchester County.	✗	✓	✓	<ul style="list-style-type: none"> <li>Stormwater Report should <i>not</i> be retitled the “Ardsley Watershed Resiliency Report” because the MS4 Annual Report is a standardized form required by NYSDEC.</li> <li>Perhaps there could be a separate report.</li> <li>Stream gauge information may not be available from Westchester County for some time.</li> </ul>
D. More regularly provide information, updates, and volunteer calls on watershed resiliency efforts on the Village website and Facebook page.	✗	✓	✓	<ul style="list-style-type: none"> <li>All relevant information can be found on the Stormwater homepage as well as Village of Ardsley list serve.</li> </ul>
E. Provide the public with information about flood protection that is more detailed than that which is provided through outreach projects.	✗	✓	✓	<ul style="list-style-type: none"> <li>Specific FEMA Publications and floodplain management documents could be in the library but having them online is more critical.</li> </ul>

				<ul style="list-style-type: none"><li>▪ A separate FEMA page could be placed on the Village website with information specific to the Village. Both the County as well as FEMA publish information on flooding on their websites. So, the Village publishing more flood information may be redundant and even confusing.</li><li>▪ The Village code does reference the effective flood maps.</li></ul>
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Draft Saw Mill River Revitalization Goal #3: Improve Public Access and Use Within Ardsley's Parklands				
Proposed Action	Necessity	Administrative Feasibility	Financial Feasibility	Notes
A. Coordinate with the County on the potential for creating a continuous pedestrian pathway along the eastern bank of the Saw Mill River within the Village of Ardsley, both north and south of Ashford Avenue.	✓	✓	?	<ul style="list-style-type: none"> <li>The Village will need to confer with Westchester County's parks representatives, landscape architect, and environmental planner. A funding source would need to be identified.</li> </ul>
B. Coordinate with the County on the potential for creating new access points, viewing areas, and seating along the eastern bank of the Saw Mill River within Macy Park.	✓	✓	✓	The river is visible from certain areas within Macy Park, but these areas lack amenities that would enable visitors to linger and enjoy the view of the river.
C. Assess feasibility of providing a small nature trail in the wooded area west of St. Barnabas Episcopal Church along the Route 9A corridor.	✓	✓	✓	<ul style="list-style-type: none"> <li>The area is under the control of NYSDOT. Several years ago, a permit was obtained by the Village to create the trail. The Village needs to check with NYSDOT to determine if the permit is still valid. If so, the Village should determine whether or not to move forward on this action and funding would need to be secured.</li> </ul>

Draft Saw Mill River Revitalization Policy Goal# 4: Adopt Resiliency Measures That Reduce Water Pollution, Enhance Biodiversity and Limit Flood Damage				
Proposed Action	Necessity	Administrative Feasibility	Financial Feasibility	Notes
A. Continue to promote, monitor, and evaluate Village-wide stormwater management practices that reduce pollution and siltation, limit streambank erosion, and maintain the integrity of stream channels.	✓	✓	✓	<ul style="list-style-type: none"> <li>As part of its compliance with MS4, the Village has been reporting on stormwater management practices for 18 years and inspecting 40% of Outfalls each year (DEC requires 20%) and addressing all reports of illicit discharge.</li> <li>The Village broadly distributes information on stormwater management practices that help businesses and household better understand their function and benefits.</li> <li>As issues arise with runoff to right of way, Ardsley's Building Inspector/ Stormwater Management Office &amp; DPW address the issue and determine the extent of Village of Ardsley's responsibility.</li> </ul>
B. Continue to promote the Village's and the business community's use of green infrastructure practices at various scales to manage and treat stormwater runoff while restoring natural hydrology and ecological function through various techniques including: <ul style="list-style-type: none"> <li>- Rain gardens</li> <li>- Bioretention areas</li> <li>- Vegetated and dry swales</li> <li>- Green roofs</li> <li>- Porous pavement</li> <li>- Level spreaders</li> <li>- Micro pools</li> <li>- Infiltration trenches</li> <li>- Dry wells</li> <li>- Sand filter</li> <li>- Rainwater harvesting</li> <li>- Planter boxes</li> <li>- Natural shorelines</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>The Village has already undertaken several green infrastructure demonstrations including three rain gardens, green roofs, porous pavement, rainwater harvesting and planter boxes and will look for further opportunities to promote these practices.</li> </ul>
C. Include green infrastructure improvements in the Village's capital improvement plan when they are warranted and where appropriate maintenance is feasible.	✓	✓	✓	<ul style="list-style-type: none"> <li>The Village will continue to assess the feasibility, effectiveness, and maintenance costs of green infrastructure as it</li> </ul>



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				determines which approaches should be included and prioritized within the capital improvement plan.
<p>D. Increase public awareness of water conservation and adopt water conservation practices in the home, including but not limited to:</p> <ul style="list-style-type: none"> <li>- Audit current water usage</li> <li>- Fix drips, leaks and unnecessary flows</li> <li>- Replace inefficient toilets with low flow models</li> <li>- Install flow reducers and aerators on sinks and showers</li> <li>- Minimize irrigation, employ xeriscaping (landscaping practices that reduce or eliminate the need for supplemental irrigation)</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>▪ Conserving water supply and promoting water efficiency for Village buildings, households, and businesses can have a positive effect on water quality and reduce energy consumption.</li> <li>▪ The Village cannot mandate water efficiency practices, but it can increase public awareness of its benefits.</li> </ul>
<p>E. Consider using innovative environmentally sensitive alternatives to road de-icing practices.</p>	✓	✓	?	<ul style="list-style-type: none"> <li>▪ The Village will evaluate the expense and effectiveness of various road de-icing alternatives.</li> </ul>
<p>F. Facilitate Floodplain Administrator becoming a Certified Floodplain Manager through the Association of State Floodplain Management.</p>	?	✓	✓	<ul style="list-style-type: none"> <li>▪ Village will evaluate whether or not there is a clear benefit to obtaining this certification.</li> </ul>
<p>G. Continue evaluation of best practices in biodiversity management through intergovernmental cooperation with other watershed management bodies (Westchester County, Saw Mill River Watershed Advisory Board, Groundwork Hudson Valley – Saw Mill River Coalition).</p> <ul style="list-style-type: none"> <li>- Contribute to the ongoing documentation of native habitat and wildlife within the Saw Mill River Watershed</li> <li>- Assess opportunities for retaining native indigenous plants and removing non-native habit</li> <li>- Identify areas that may not be formally designated as wetlands in but have hydric soils or serve as wetland buffers</li> <li>- Identify areas that serve as important nesting, feeding sites, perches or other wildlife shelter</li> <li>- Identify opportunities for reestablishing natural draining and wildlife movement patterns.</li> </ul>	✓	✓	✓	<p>Although there have been various studies over the past decade on the Saw Mill River Watershed, none of them serve as a comprehensive watershed management plan that comprehensively documents biodiversity within the watershed. If such a plan is undertaken, the Village of Ardsley can work with other stakeholders on documenting biodiversity in the watershed and identifying best practices for its protection.</p>

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- Ensure that new development and infrastructure practices do not encroach upon native habitat areas				
H. Expedite approvals and provide incentives for projects that promote resiliency in high hazard areas, strengthen buildings beyond standards required under the building code regulations, and reduce flood insurance rates.	✗	✗	✗	<ul style="list-style-type: none"> <li>There is a separate action item that considers land use, density, and design standards for new land development activities as part of the rezoning of the CBD in Policy Goal #5.</li> <li>Retroactively attempting to increase resiliency standards for already built buildings is not feasible. Moreover, the existing regulations may be sufficient.</li> <li>Unless there is a specific government grant or loan program authorized by a higher level of government for this purpose, the Village would not be able to offer funding for these projects.</li> </ul>
I. Retrofit structures located in flood hazard-prone areas to protect structures from future damage, with repetitive loss properties as a priority.	✗	✗	✗	<ul style="list-style-type: none"> <li>This action needs to be undertaken through FEMA's repetitive loss program.</li> </ul>
J. Require back-flow devices on all sewer lines in flood hazard areas.	✗	✗	?	<ul style="list-style-type: none"> <li>Sewage backups have not generally occurred during flooding.</li> <li>Private property issues and costs would be problematic.</li> </ul>
K. Establish design standards to protect fuel storage tanks from flood damage and to resist flotation and implosion	✗	?	?	<ul style="list-style-type: none"> <li>Fuel storage tanks are already regulated by the NYS Building Code and FEMA.</li> </ul>
L. Establish financial incentives for businesses to adopt green infrastructure practices	?	✗	✗	<ul style="list-style-type: none"> <li>Unless there is a specific grant or loan program authorized by a higher level of government, the Village would not be able to offer funding for these projects.</li> </ul>
M. Best Management Practices for Water Efficiency adopted by FEMA and the EPA, and the provisions of the EPA's Water Sense program.	✗	✗	✗	<ul style="list-style-type: none"> <li>The Village does not control water supply.</li> <li>A separate action item addresses the promotion of household water efficiency.</li> </ul>

Draft Saw Mill River Revitalization Policy Goal #5: Enhance the Economic Vitality of the Central Business District by Enhancing Connections to the Riverfront				
Proposed Action	Necessity	Administrative Feasibility	Financial Feasibility	Notes
A. As part of the rezoning of the CBD, adopt density, land use, design standards for new development that maximizes views of the river, facilitates access to the riverfront, optimizes the ecological value of the watershed, and limit flood damage.	✓	✓	✓	<ul style="list-style-type: none"> <li>Once the Village adopts a new Comprehensive Plan, it will be positioned to re-examine zoning and other urban design regulations in the CBD while also exploring the development options for the site it owns in Bridge Street Plaza.</li> </ul>
B. Reestablish physical connections between the Saw Mill River and Ardsley's Central Business District through new gateways, access points, picnic areas and park space especially at Bridge Street Plaza.	✓	✓	✓	<ul style="list-style-type: none"> <li>There may be opportunities for picnic areas and access points at other points along the river, but Bridge Street Plaza may be the <i>only</i> place for a new park.</li> </ul>
C. Identify opportunities for linking the South County Trailway to the east bank of the Saw Mill River and Ardsley CBD.	✓	✓	✓	<ul style="list-style-type: none"> <li>The feasibility of creating a bike connection should be determined in consultation with Westchester County Planning, Public Works, and Parks and Recreation on buildout of Westchester County Master Plan for Trail Network. The Village might also the explore with the County the possibility of stairway down from Ashford Avenue Bridge to the South County Trailway.</li> </ul>
D. Coordinate development and redevelopment strategies with watershed management plans for the Saw Mill River.	✓	✓	✓	<ul style="list-style-type: none"> <li>The Village's Stormwater Management Officer participates in the Saw Mill River Watershed Advisory Board. A robust watershed management plan for the Saw Mill River has not yet materialized. As the Village contemplates zoning changes and redevelopment strategies for Central Business District for areas such as Bridge Street Plaza, it will be advisable to coordinate development planning with watershed management planning.</li> </ul>

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E. Undertake a conceptual plan for Addyman Square that would enhance the public access to the area, resolve enduring structural issues related to the old Ashford Avenue bridge, and enhances views of the Saw Mill River Flood Control Project.	✓	✓	?	<ul style="list-style-type: none"> <li>Addyman Square has long been championed as an opportunity for creating a gathering space in the CBD. The site also allows for views of the Flood Control Project.</li> </ul>
F. Evaluate opportunities for improving vehicular flow and pedestrian connections along Route 9A and at the intersection of Ashford Avenue and Route 9A to make it easier for visitors to the CBD to walk to viewing areas along the Saw Mill River.	✓	✓	?	<ul style="list-style-type: none"> <li>The current road geometry makes it hard for visitors to the commercial establishments on the east side of Route 9A to cross the road and access the river front.</li> </ul>
G. Identify options for pedestrian improvements and wayfinding signage on either side of Route 9A between Ashford Avenue and Heatherdell Road that would enhance pedestrian access from the CBD to the pedestrian entrance Macy Park.	✓	✓	?	<ul style="list-style-type: none"> <li>While it may be technically or administratively infeasible to provide continuous pedestrian access along the full length of Route 9A in Ardsley, it may be possible to at least enhance pedestrian connections along a relatively short section of Route 9A to unlock full potential of the Heatherdell Road pedestrian path as a point of entry into Macy Park for visitors to the CBD.</li> </ul>
H. Pursue the development of a parking garage above the flood control project to expand access to the CBD.	✓	?	?	<ul style="list-style-type: none"> <li>Future redevelopment potential in the downtown area is constrained by limited parking availability and land availability for additional surface parking.</li> </ul>