

4. Economic Development & Hamlet Business Centers

4.1 VISION STATEMENT

Yorktown should have a vibrant economy that provides abundant job opportunities and contributes to the local tax base. To better withstand market fluctuations, there should be a diverse range of businesses, with prosperous office and light industrial campuses and thriving, attractive commercial centers. The five hamlet business centers should be enhanced and improved, so that they not only provide shopping and services, but also function as centers of community life.

- *Crompond*. The Crompond triangle, Yorktown's major opportunity site for economic development, should have a mix of housing, office, and retail uses, and possibly a country inn as well, and the commercial strip along Route 202 should be greened.
- *Jefferson Valley*. The mall should continue to serve as a major regional shopping destination. Meanwhile, Hill Boulevard should be transformed into a walkable "Main Street" with connections to the lakefront, which should have improved public access and recreational attractions for families and people of all ages.
- *Mohegan Lake*. While proactively working to improve traffic along the Route 6 corridor, the Town should encourage pedestrian-oriented shopping, senior housing, upgrading of commercial sites, and connectivity to the proposed neo-traditional neighborhood to the north.
- *Shrub Oak*. The historic and scenic quality of East Main Street corridor should be preserved, with landscaping and façade enhancements, and the shopping nodes at the western and eastern ends of the corridor should be significantly improved in terms of circulation and attractiveness.
- *Yorktown Heights*. As Yorktown's downtown, this business center should continue to have a mix of civic institutions, parks, and shopping. A pedestrian-oriented "Main Street" with small shops and restaurants should be created along Commerce Street, complementing the large-format shopping centers and building a sense of place.

4.2 GOALS

Goal 4-A: Facilitate a positive business climate in Yorktown and provide opportunities for non-residential development and local employment where appropriate.

Goal 4-B: Maintain diversity in the economic base and jobs base so that Yorktown can withstand the effects of changing business cycles and fluctuations in different industries.

Goal 4-C: Strive for tax and fiscal stability for Yorktown residents by continuing to seek out stable, low-impact, high-quality ratables.

Goal 4-D: Bolster the long-term economic vitality of Yorktown's five hamlet business centers, building on their current strengths, and taking into account retail trends and competition.

Goal 4-E: Promote the five hamlet business centers as hubs of civic life and community identity, and promote a mix of retail, professional office, and compatible residential uses that create an atmosphere of vitality.

Goal 4-F: Avoid sprawl along Yorktown's commercial corridors, and encourage a high standard of architectural design, landscaping, and maintenance for all development.

Goal 4-G: Promote the continued success of the Jefferson Valley Mall, and seek to keep the mall competitive with other major retail outlets in the region.

Goal 4-H: Promote Yorktown Heights as Yorktown's "downtown," with a concentration of commercial, civic, and park uses that create a special sense of place.

Goal 4-I: Improve access into and circulation throughout the five hamlet business centers through roadway and intersection improvements, but also promote walking and biking by creating safer and more comfortable environments for pedestrians and cyclists.

Goal 4-J: Promote convenient parking, while also promoting more efficient parking patterns and striving to reduce unnecessary expanses of blacktop.

4.3 OVERVIEW OF ECONOMIC DEVELOPMENT

- Many of the hamlet business centers have vacant or underutilized land that can accommodate new business activity for the purpose of economic development. In some parts of the hamlet business centers, parking lots are poorly laid out. If some of the parking lots were connected and reorganized, some land could be freed up for infill development. By attracting more business activity, the Town can gain more tax revenue to pay for Town services.
- At the same time, in all of the hamlet business centers (particularly Yorktown Heights, Crompond, and Mohegan Lake), there are serious concerns about traffic congestion. Before any significant new development takes place, traffic problems need to be addressed.
 - The automobile will continue to be the primary mode of travel for most customers, and therefore, the Town should continue to provide convenient access and parking.
 - At the same time, creating more walkable environments can actually help reduce traffic congestion and parking need. Some of the land now given over to roads and parking lots is excessive and can be broken up and used for a combination of infill buildings, expanded pedestrian areas, and landscaping.

- Hamlet business centers are not just places of business activity. They are also centers of community life. Their character and quality contribute to the Town's quality of life and community pride and identity. There are many opportunities in the hamlet business centers to provide additional park space, village greens, and landscaping. Such green space complements the built-up nature of the hamlet business centers and adds to the unique identity and character of the place.
- An attractive commercial area not only contributes to community pride, but also helps attract customers. People who responded to the survey stated that the hamlet business centers need to be improved in terms of their overall attractiveness, the quality and mix of stores, and walkability. Many of the hamlets also have historic buildings or scenic qualities that should be protected.

4.4 POLICIES

All Business Centers

Policy 4-1: Promote a mix of retail shopping, professional offices, and housing in the hamlet business centers, and in specified locations, promote mixed-use "Main Street" or "Village Center" development.

- Retail-only districts are most active on weekends, whereas office-only districts are active mornings and evenings. Mixing the two creates a district that is vital and busy every day, all week long.
- Residential uses would add more evening and weekend activity to the hamlet business center. More importantly, housing units in hamlet business centers would tend to be smaller than single-family homes, providing much-needed housing diversity to Yorktown's housing supply (see Chapter 5.)
 - For attached housing (i.e., duplexes, townhouses) and small-lot single-family homes that may involve an increase in density, the Town should require purchase of units through the Density Reduction Program (DRP; see Chapter 5.) Under this program, allowable housing development is increased on "receiving sites" only if it has been doubly decreased on "sending sites".
 - However, second-floor apartments over retail uses should be permitted *without* DRP purchase (see Chapter 5.) Development of mixed-use projects, where two uses co-exist in the same building, tends to be more costly than single-use development. Imposing the cost of the DRP purchase would be an additional disincentive.
- "Main Street" or "Village Center" development would have a mix of housing units, offices, and shops, all in a pedestrian-oriented setting. Such sites should generally have the following characteristics:
 - Sidewalk connections throughout and connecting to surrounding areas.
 - A Main Street or village green accessible to the general public.

- Parks and abundant landscaping.
- Purchase of Density Reduction Program (DRP) units in conjunction with free-standing housing (see Chapter 5.)
- Requirement that a portion of housing units be set aside for seniors.
- High-quality architectural design, effective traffic and parking schemes, wetland and slope protection, buffering (where appropriate), etc.
- Coordinated signage.

Policy 4-2: Based on the Comprehensive Plan, develop more detailed business center plans, and update the Town's zoning map to reflect the conceptual maps included in this Chapter. Also, update the Town's use regulations and bulk, landscaping, parking, and lighting standards as they relate to the hamlet business centers.

- The business center plans should make recommendations for improving circulation and parking, include streetscape and gateway design plans, and identify resource areas for protection, and provide action items for park expansion.
- Significant revisions to the commercial zoning regulations are warranted, as discussed in Chapter 2. In particular, bulk standards (i.e., coverage, height, setbacks) need to be revised in order to better promote the type of commercial environment envisioned in each hamlet business center in this Chapter.
- Lighting standards should be revised to reduce glare. For both overhead and pedestrian lamps, light should be required to point downward, and color filters should be required to reduce glare and provide a softer-looking light. For sign illumination, wall-mounted lamps, and lights inside display windows, encourage use of smaller, lower-intensity lights directed downward and resembling incandescent light.

Policy 4-3: Increase Town resources in support of economic development objectives.

- The Town could consider establishing an economic development committee to provide the Town Board with insights into the business community, economic trends, opportunities for growth, and other relevant topics of interest.
- The Town may wish to consider appointing staff to research or promote economic development or to assist with implementing Comprehensive Plan policies, perhaps in cooperation with local businesses or business associations.

Policy 4-4: Appoint a Main Street Manager to work with businesses in the hamlet business centers to promote ongoing economic vitality and to help improve parking, circulation, accessibility, walkability, aesthetics, and landscaping.

- The Main Street Manager would provide businesses with consultation on façade, landscaping, signage, and parking improvements, and could also assist with the marketing and promotion of the hamlet business centers. The manager could comment on proposed zoning changes, help set up special events, recommend tenancing, etc.
- The manager could be hired/appointed by the Town, and/or business associations, and/or parking districts, and/or business improvement districts, and/or a combination

thereof. Whoever pays for the manager's services, the manager should have some degree of independence, so that he/she can objectively advocate for solutions and ideas that would help promote business throughout each hamlet center, as well as throughout Yorktown.

Yorktown Heights

See Figure 4-1.

Policy 4-5: Promote a multi-faceted market niche for Yorktown Heights, building off its current strengths.

- Yorktown Heights is a popular destination for grocery shopping, and this retail focus should be continued. To favor grocery shopping, continue to have stores of adequate size, but also abundant parking and easy vehicular access.
- Also, Yorktown Height is *the* place where most survey respondents (35 percent) go for professional services, such as accountants and lawyers. Continue to maintain Yorktown Heights as the center of professional services in the Town by providing space for additional small-scale office space.
- According to the 1997 Economic Census, Yorktown ranked only 23rd out of 39 Westchester municipalities in terms of annual sales (\$26.5 million) and number of employees (206) in the Professional, Scientific, and Technical Service industries. Yorktown Heights is one location where such businesses can be encouraged.
- Survey respondents said that the most important issue to address in Yorktown Heights is the quality and mix of stores, and many respondents said that it is important to address walkability and the attractiveness of storefronts. Time and time again, Task Force meeting participants have said that they would like to see more of a "Main Street" environment in Yorktown Heights with a special sense of place. The Town should create such an environment along Commerce Street, featuring specialty shops and restaurants where people can walk, browse, dine, and pass the time.
- These three market niches — grocery shopping, professional services, and "Main Street" — are complementary and can fit together nicely in the same hamlet business center, provided that: (1) the access and parking work; (2) there is a walkable network of streets that tie the uses together; and (3) the developed areas of the downtown are balanced by open space and park amenities nearby.

Policy 4-6: Establish a mixed-use, walkable "Main Street" with shops and restaurants, while maintaining large-format retail buildings with grocery shopping and large parking lots to the rear.

- Using strategic infill development, create a "Main Street" shopping environment along Commerce Street and Underhill Avenue, from the Route 118-Route 202 intersection to Town Hall.

Figure 4-1: Yorktown Heights

- These streets should be pedestrian-oriented, with sidewalks, street trees, pedestrian-scale lighting, a mix of small- and moderate-size business, all built up close to the street, with main entrances and display windows fronting the sidewalk.
- Preferred businesses would include non-chain shops, services, café's, restaurants, etc. on the ground floor, as well as second-floor offices and apartments (see below.)
- Streets would not be closed to traffic, but they would be traffic-calmed with STOP signs, marked pedestrian crosswalks, and other features. There would be on-street parking in front of the Main Street shops.
- Behind Main Street, maintain the existing large-format shopping centers with anchor stores (i.e., grocery stores and household stores) and ancillary convenience-oriented shops (i.e., dry cleaning, drug stores, banks, etc.) Make their large parking lots available for "Main Street" shops and restaurants.

Policy 4-7: Promote second-floor apartments and offices throughout the hamlet.

- As noted, a mix of uses adds vitality to the hamlet business centers and provides a customer base for the retail uses.

Policy 4-8: Work with businesses and business associations to establish a parking plan and district, whose purpose would be to connect/re-design lots into a coordinated network, shared by all businesses, or a business improvement district with broader responsibilities.

- The parking district would collect fees from property owners for the purpose of creating and maintaining shared parking lots.
- Consolidated, interconnected parking would open up the possibility for allowing infill development along Commerce Street, for the purpose of creating the desired Main Street environment. This does not mean that there would be a net loss of parking spaces. The re-organization of the parking lots would yield additional spaces.
- Allow on-street parking throughout the commercial core of Yorktown Heights, wherever there is adequate right-of-way. This would add to the parking supply and could also be managed by the parking district.
- In taking steps to establish a parking district, undertake an inclusive public outreach process that provides information about the concept/proposal and takes into account the opinions and concerns of local businesses.
- In the meanwhile, or as an alternative, work with businesses to develop shared parking arrangements between adjacent property owners and businesses. In this scenario, adjacent lots could be linked on a case-by-case basis. This option is not preferred in the long run, because it does not create a complete parking network, which is necessary for the Main Street concept to take shape.
- A business improvement district (BID) could do all the work envisioned for the parking district, but also take on additional responsibilities, such a trash/recycling collection, security, advertising, marketing, tenanting, etc. The BID could also work

closely with the Town to develop design guidelines for new development, assist with façade improvements, help with code enforcement, and oversee maintenance work.

- The parking district or BID should work closely with the Main Street Manager on design, zoning, marketing, etc. (see Policy 4-4.)

Policy 4-9: Develop a streetscape plan with preferred façade treatments, signage, lighting, landscaping, circulation, sidewalk improvements, etc.

- A streetscape plan (addressing street lamps, street trees, etc.) is being done for Commerce Street currently. The district-wide streetscape plan should build off the results of that effort.
- Develop a unified look for signs, including directional, and information signs; and minimum standards for business signs. This does not mean that all signs have to look identical, but guidelines can specify preferred scale, location, height, materials, font types, and color schemes. These new guidelines should build off of and be incorporated into the Town's sign manual, with zoning code references requiring compliance.
- Create a unified look for streetscape elements, including sidewalk and crosswalk surfacing (i.e., pavers, cement, curbing), street lamps, and street furniture (i.e. trash receptacles, mailboxes, newspaper boxes, etc.)
- In addition to rows of street trees, encourage clusters of trees along the street, creating a leafy, shaded environment. Encourage planting of trees species that are known to withstand the wear and tear of built-up environments.
- Work with utility companies to underground overhead wires throughout the Yorktown Heights commercial area. Coordinate under-grounding with roadway and pedestrian improvements.
- Make compliance with the streetscape plan a condition of approval during site plan review.
- Develop the streetscape plan through a public outreach process that involves local businesses, landowners, residents, and business associations. Use the process to educate about the benefits of the recommended techniques.

Policy 4-10: Include in the streetscape plan a detailed lighting scheme that reduces glare and improves lighting quality for the hamlet.

- This should address both overhead lamps for streets and parking lots, as well as pedestrian-scale lamps for sidewalks.
- Overhead and pedestrian lamps should have shields directing light downward to reduce ambient light "pollution." Color filters can also be used to reduce glare and result in a softer-looking light.
- For pedestrian areas, outdoor lighting attached to buildings, and lights inside display windows, encourage the use of smaller, lower-intensity lighting directed downward and resembling incandescent light.
- Discourage use of spotlights for edifice lighting.

- Encourage use of decorative lights during the holiday season.
- Use banners as seasonal displays, welcome signs, or to advertise local events.
- As noted, shields, color filters, and other requirements for reduced light pollution should be incorporated directly into the zoning code and should be applicable Townwide.
- Promote use of energy-efficient lighting.

Policy 4-11: Develop and adopt design guidelines for infill development and façade treatments for the "Main Street" areas.

- These should include recommended approaches for overall architectural design, façade treatments, signage, lighting, and landscaping.
- Develop the design guidelines through a public outreach process that involves local businesses, landowners, residents, and business associations. Use the process as an opportunity to educate about the potential benefits of the recommended techniques.
- The following should be adopted in the design guidelines, and the zoning code should allow development consistent with these guidelines.
 - For existing buildings along Commerce Street, allow small-scale infill development or additions in the front and/or side yards that create more of a continuous Main Street environment. Additions should be toward the street, rather than into the rear.
 - Building facades should be open and accessible along the street frontage, with pedestrian entrances and display windows facing the sidewalk. Awnings may be provided as well.
 - Rather than large, tall, monolithic buildings that loom over the street, new buildings and additions should be compatible with existing building heights. Building volumes should be arranged in small, cluster masses to create variety. Encourage use of architectural detailing to create visual interest.
 - If additions are not added to the front yard, encourage landowners to preserve existing front yards for gardens and/or outer dining and/or small public plazas with seating and shade.
 - For the large shopping centers to the rear of Commerce Street, architectural articulation should be encouraged in order to reduce the visual effect of large, blank walls.
 - Encourage location of parking lots to the rear or the side of Commerce Street buildings, rather than in the front yard.
 - Use decorative fences, walls, hedges to define the front edge of properties, but in way that there is a friendly relationship to the street and visual and physical access from the street is maintained.
 - Provide trees and shrubs in parking lots and along driveways. Consider requiring planted swales in parking lots. Swales collect and filter stormwater runoff and are more effective in providing water to parking-lot trees, which often die of dehydration or flood-drought effects.

Policy 4-12: Focus parkland acquisition and programming along the North County Trailway, creating a linear park through the hamlet business center.

- Encourage the concept that this string of parks is Yorktown Heights' "central park."

Policy 4-13: Complete the trailway connection to FDR Park.

- Provide a continuous on-street bike lane between the new trailway and Railroad Park along Downing and Commerce Streets.

Policy 4-14: Create a new road from the Commerce/Hanover intersection to the Veterans/Maple Hill intersection and realign the Veterans/Greenwood intersection, completing a loop road around the hamlet business center.

- These improvements would accomplish several important objectives. It would:
 - Provide a bypass around the Route 118-Route 202 intersection, helping to alleviate congestion there;
 - Provide a more direct way for trucks from the Front Street area to reach Route 118, without having to use Moseman Avenue;
 - Improve access to the parking lots that support the commercial uses in the core area; and
 - Showcase the trailway and other open space amenities along the eastern edge of the Heights commercial core.
- To accomplish this, the Town would have to work closely with the Yorktown Heights Engine Company, as any connection would require at least a portion of the Company's property. Through discussions and agreement with the Company, the Town would need to determine whether the existing firehouse would have to be removed and relocated or whether a roadway could be constructed around the firehouse, leaving it intact.
 - In the case of the former option, ideas for a new location include construction of a new firehouse on the rear portion of the property or relocation to another property in the center of town. Other sites may be identified as discussions between the Engine Company, the Fire District, and the Town progress.
 - The latter option would require realignment of part of Commerce Street and relocation of the existing Veterans' Memorial.
 - The Town should discuss options being considered with the Yorktown Heights Fire District, in order to understand how any changes would affect emergency response or other fire district activities.
- If this loop connection is made, traffic-calm Veterans Road between Commerce Street and Maple Hill Road by allowing diagonal parking on the sides and turning it into a one-way street. This would shift traffic from Veterans Road to the new ring road and resolve some of the traffic problems currently experienced as the Commerce-Veterans intersection. It could also facilitate creation of an expanded YCCC campus, by making Veterans more pedestrian-friendly, accommodating the foot traffic between the YCCC building and adjacent sites.

Policy 4-15: Make the YCCC Building into the visual "centerpiece" of Yorktown Heights, and create an expanded YCCC campus in Yorktown Heights.

- Use banners to announce programs or exhibits inside. Install new signage in front, and install directional signage through the hamlet business center directing people to the building. During the holiday season, decorate the façade in a festive manner, possibly with strung lights.
- Improve pedestrian linkages to other Yorktown Heights activity centers. An added benefit of this action item is that adjacent parking lots could serve as overflow parking in the evenings when the theater is active. This is a further benefit to local business.
- The Town should work with residents, businesses, and non-profit and public service organizations to create an expanded YCCC campus that weaves together community, public service, recreational, and cultural uses in and around the YCCC building.
 - The "campus" concept is intended to accommodate both existing and future community activities. As community activities continue to expand, they could be located either within in YCCC building itself or in adjacent buildings within walking distance. The Town could seek to acquire adjacent properties, although the campus concept could also take shape with multiple property owners.
 - If possible, expanded outdoor recreational facilities and parking should be provided as well. This campus should have shared parking and improved pedestrian walkways and landscaping throughout, and it should be linked to the North County Trailway.

Policy 4-16: Redesign the Route 118-Route 202 intersection.

- Another critical issue to be addressed in Yorktown Heights, according to the surveys, is roadway access. The Route 202-Route 118 intersection is notorious for traffic congestion throughout the week and on Saturdays. Specific recommendations for this intersection are included in Chapter 3.

Policy 4-17: Implement the following roadway links that would help improve traffic flow in the Heights.

- Link Front Street to Route 118, eliminating the need for trucks to pass through the downtown area. This connection was recommended in the Town's 1983 *Development Plan* as well.
- Extend Downing Street west, crossing Baldwin Road, and then looping around the subdivision to meet Route 202 near the police station. Also explore a further extension along the eastern of FDR Park, meeting Route 202 adjacent to Yorktown High School.

- Connect Maple Hill Street to Brookside Avenue, and then consolidate the Brookside, Maple Hill and Triangle Center driveways into a single curb cut, reducing turning movements on Route 118.
- Provide a pedestrian cut-through between Kear and Underhill, to create a stronger pedestrian connection between Town Hall and the commercial core. It should have pedestrian-scale lighting.

Policy 4-18: Make the Front Street area into a business park with improved landscaping, sidewalks, facades, and signs.

- Where feasible, provide enhanced buffers along rear property lines.
- Organize businesses into a business improvement district in order to develop a plan and raise funding for such improvements.

Policy 4-19: Create ornamental gateways at the entrances to Yorktown Heights.

- Install "gateway" treatments (signs, flags, trees, shrubs, decorative fencing or stone walls) at the entrances to Yorktown Heights.
- These would be found at the Route 118-Underhill, the Route 118-Route 202, the Route 118-Greenwood, and the Route 118-Downing Street intersections.

Policy 4-20: Maintain and build on the pattern of single-family residential uses on small lots around the hamlet business center, while allowing residential-to-office conversions next to commercial areas.

- Existing homes are situated on 10,000-square foot lots. There should be maintained in existing areas and can be further promoted along the Downing Street extension.
- Some single-family homes have already been converted to office uses. Such conversions would be appropriate along Route 118 (north of the Triangle intersection,) Kear Street, Railroad Avenue, and Maple Court. Conversions should be required to maintain a residential character.

Crompond-Route 202

Figure 4-2.

Policy 4-21: Develop unique economic development strategies for each of the two parts of the Crompond hamlet business center.

- The Crompond business districts has two distinct areas:
 - The Bear Mountain Triangle area, including the BJ's shopping center, the Route 202 corridor between BJ's and the Taconic State Parkway, and the area bounded by Route 202, the Bear Mountain Parkway (BMP), and the Taconic.

Figure 4-2: Crompond

- The auto-oriented shopping corridor between Lexington Avenue and Pine Grove Court. This corridor has two parts, one to the east and one to the west of the wetlands at the center.
- The overall concept put forward in this Comprehensive Plan is to make the Bear Mountain Triangle into a major mixed-use center, while improving the corridor that stretches out to the west.

Policy 4-22: Pursuant to the Sustainable Development Study, widen Route 202 to incorporate a center turning lane, and urge completion of the Bear Mountain Parkway.

- These complementary measures would vastly improve traffic congestion along the corridor.
- See Chapter 3 for more detail.

Policy 4-23: Building off the widening of Route 202, "green" the commercial frontage along the auto-oriented shopping corridor west of Pine Grove Court.

- The shifting of the BMP right-of-way to the north and the widening of Route 202 creates the opportunity to undertake an ambitious aesthetic improvement to the streetscape. When the roadway is widened:
 - Provide a landscaped sidewalk in front of existing business. Place street trees in front of existing power lines.
 - Bury the utility lines when the reconstruction takes place.
 - Provide bike lanes along the roadway, and use the new BMP right-of-way to create off-street bike paths that connect the hamlet business center to Sylvan Glen.
 - Promote the upgrade of signage.
 - Seek to implement rear access and/or shared parking agreements.
- This approach will likely yield bigger results than gradually inducing individual property owners to upgrade their properties on their own.
- The widening of Route 202 and the provision of additional land for a front yard buffer will likely involve wetland encroachment on the north side of Route 202. Explore how effective mitigation can be done along the corridor.

Policy 4-24: At the eastern end of the hamlet business center, promote retail, office, and country inn uses with a regional draw in a high-quality master-planned format, with compatible residential uses as well.

- With the completion of the BMP, the Crompond triangle will become even more accessible and visible, making it the Town's best opportunity location for economic development in a hamlet, mixed use design.
- On the south side of Route 202, allow professional offices and/or residential health care (e.g., nursing home, skilled nursing facility, hospice) and/or multi-family including senior housing along the Route 202 frontage, with significant landscaping

- along the street. Allow housing consistent with the existing single-family residential neighborhood to the rear.
- On the north side of Route 202, adjoining the Taconic State Parkway, there should be areas for retail/mixed use, housing, and office/country inn.
 - At the bottom of the hill, the "village center" should have a mix of uses, with a "Main Street" shopping spine, second-floor apartments, and professional offices, in a pedestrian-oriented format. This area could include a regional shopping center (e.g., with a grocery store anchor,) building upon the success of the BJ's shopping center.
 - At the top of the hill, place office and country inn uses, building off the location next to the Taconic-Route 202 interchange and highway visibility.
 - In between, plan for a mix of residential and small-scale professional offices, with conservation of open space and protection of wetlands and steep slopes. Set aside space that can be converted into a village green.
 - These three areas should be integrated, rather than having each element feed only Route 202. There would be pedestrian amenities, with parkland and public spaces.
 - Landscaping would be abundant, and except for the area in front of the "village center" there would be significant buffering along the Route 202 frontage.
 - Parking lots would be shared and interconnected, forming a parking network.
 - Use Planned Development District (PDD) zoning to provide high-quality, master-planned development. The PDD concept is discussed in Chapter 2. The Town should prepare a Specific Area Plan for the triangle, and in order for a developer to obtain the ability to develop at greater intensities and with a wider mix of land uses, the Town should require consistency with the Specific Area Plan.

Policy 4-25: Along the auto-oriented shopping corridor west of Pine Grove Court, continue to provide auto-oriented uses like car dealerships, gas stations, and fast-food restaurants, as well as neighborhood-oriented shops and services.

- This is compatible with existing uses.

Policy 4-26: Adjacent to the Cortlandt border, south of the roadway, allow townhouses and small-lot single-family homes in a "village center" mixed use format connected to the adjacent commercial area.

- The residential and commercial uses should be designed in concert with roadway, parking, and landscaping improvements and should be designed as an integrated village center that is walkable and green.
- Consider allowing second-floor apartments above commercial uses in this area too. The multi-family zone envisioned in the 1983 Plan should be included.
- Any such development should preserve the single-family uses and character along Old Crompond Road.

Policy 4-27: Recognizing that the automobile will remain the primary mode of access to the western commercial area, address traffic concerns and provide convenient parking.

- In the western end of the auto-oriented shopping corridor, provide a new access road to the rear of the existing uses. These would provide access to the stores and create the opportunity for reducing curb cuts. Provide a traffic light at the Garden Lane intersection, to provide better access to those rear-access roadways.
- In the eastern part of the auto-oriented shopping corridor, use cross-access agreements to provide better auto circulation. This creates the opportunity to reduce curb cuts.
- Promote shared parking and limit curb cuts in both nodes.

Policy 4-28: Add sidewalks, pedestrian-scale lighting, landscaping, and bike lanes to the street frontage, and create pedestrian-friendly nodes along the auto-oriented shopping corridor west of Pine Grove Court.

- These policies are intended to improve the walkability of the corridor. However, the Town should not attempt to create a "Main Street" frontage along Route 202.
- At the eastern end of the corridor, where there is a cluster of neighborhood-oriented shops and services, provide walkway connections between adjacent commercial sites. These can follow cross-access driveways.
- At the western end of the corridor, undertake pedestrian and streetscape improvements along Garden Lane and the newly proposed rear access road. Provide sidewalks, landscaping, and pedestrian-scale lighting, in concert with new residential development, in order to help foster a "village center" environment.
- Bike lanes could be added along the BMP right-of-way as an alternative to Route 202. There should be bicycle and pedestrian connectivity between Sylvan Glen Park and the Crompond hamlet business areas.

Policy 4-29: Promote the upgrade of free-standing signs and other signage.

- Make compliance with the Town's sign manual a standard of approval for commercial site plan review. As sites are redeveloped, they visual quality of buildings along the corridor will be gradually improved.

Mohegan Lake-Route 6

Figure 4-3.

Policy 4-30: Building off the recommendations of the Sustainable Development Study and in cooperation with the Town of Cortlandt, work to develop a bypass for the Route 6 corridor in Mohegan Lake. Reserve a right-of-way for a two-lane, two-way bypass north of the existing Route 6 corridor.

- The critical issue to be addressed along the Route 6 corridor in Mohegan Lake is traffic. About 59 percent of survey respondents said that roadway access to and within the business district was the single greatest issue to address there.
- Route 6 is one of the subjects of the *Sustainable Development Study*. The preferred scenario calls for no improvement to the Yorktown section of Route 6, but it envisions that the BMP connection and improvements to the BMP-Route 6 interchange will divert traffic from the Route 6 corridor in Yorktown and alleviate much of the current problem.
- The Town should closely monitor the Route 6 corridor and, as the recommendations of the *Sustainable Development Study* are implemented, determine whether a bypass is still needed.
 - Until such determination is made, the right-of-way should be kept clear of development, so that the bypass remains an option for the future.
 - Require generous setbacks from the right-of-way to reduce potential impacts if/when the road is built. Consider traffic-calming side streets in this area to deal with cut-through traffic from Route 6.
- The preferable configuration would be as two-way, two-lane road (which doubles as a collector street), ideally extending through Cortlandt and meeting Route 6 again near the Cortlandt Town Center. While adding roadway capacity and helping to funnel traffic, this configuration is the least disruptive of either the commercial or residential areas. It is preferable to the alternatives.
 - Widening Route 6 in its current location is not preferred, because it would require acquisition and removal of one entire commercial frontage, including part of the old hamlet area near the Lexington Avenue intersection.
 - A one-way bypass couplet, as once considered during the *Sustainable Development Study* process, would reduce the visibility and accessibility of the hamlet business center by half (i.e., it would only be accessible from one direction.) Also, because the one-way legs would be so far apart, travel patterns could actually be hampered.
 - A two-way four-lane bypass (replicating what was done in Shrub Oak) would likely be effective, but the hamlet business center would suffer from the almost complete loss of pass-through customers. A four-lane bypass would also require a wider right-of-way and would have more impacts.

Policy 4-31: Work with the State to improve the Lexington intersection, and utilize access management techniques along the corridor in conjunction with future development.

- Aside from the sheer number of cars traveling on Route 6, one of the major problems currently is the backup that occurs at the Lexington intersection. The problem partly lies in the fact that turning cars (right and left) block through traffic. The intersection should be widened; turn pockets should be added; and signalization should be improved (see Chapter 3.)

Figure 4-3: Mohegan Lake

- Access management techniques include consolidated curb cuts, relocated entrances, and cross-access agreements. Such measures should be required through the site plan review process, as applications for new development come forward.

Policy 4-32: In cooperation with the Town of Cortlandt, work to develop a smaller bypass of the Route 6/Lexington Avenue intersection. Reserve a right-of-way north of the intersection.

- Since the larger bypass is a bigger project (see Policy 4-30,) the smaller bypass could serve as a short-term strategy to address traffic at the intersection. If possible, it should be designed as a one-way pair with the existing Route 6 right-of-way.
- Before undertaking this project, the Town should work with the State and Cortlandt to explore the potential effectiveness of expanding and re-striping the existing intersection, in order to gain more through-put capacity (see Policy 4-31.)
- Once the larger bypass is completed, the Town should re-evaluate the need for the smaller bypass. If traffic volumes are low enough, it could be converted from a one-way bypass to a two-way, traffic-calmed collector road that provides access to commercial sites.
- Part of the necessary right-of-way in Yorktown may already be Town-owned. Any missing pieces should be reserved as new development takes place.

Policy 4-33: Extend Lakeland Street to Foothill Street, providing better access to the hamlet business center. Promote neo-traditional housing on an interconnected street pattern on either side of this new road.

- The connection would better link the hamlet business center with the adjacent neighborhood. As noted, an east-west right-of-way should be reserved through this area from Route 6 to Lexington for a potential future bypass road. These two roads would meet at a four-way intersection.
- Promote small-lot, single-family homes, duplexes, and/or townhouses on an interconnected street network north of the hamlet business center, from Route 6 to Strawberry Road. The network of streets should be walkable. Use traffic calming measures to prevent undue traffic impacts on residential streets.

Policy 4-34: Preserve and expand the traditional village center east of the Lexington Avenue intersection, and establish another pedestrian-oriented node near the Lakeland-Mohegan intersection.

- Immediately east of the Lexington Avenue intersection, there is a small node of stores built up close to the street. This is the remnant of Mohegan Lake's traditional hamlet business center. This area should be preserved and expanded to the east, as far as the market for such uses will permit.
- Establish consolidated municipal parking lots to the rear of businesses fronting on Route 6, near that intersection, with access from a the newly proposed bypass of the Lexington Avenue intersection (see Policy 4-32.)

- There is the opportunity to create another pedestrian-oriented node near the Lakeland-Mohegan intersection, with the main pedestrian spine being on the two side streets. This node would be similar in use, scale, and character to the node on Route 6 at the Lexington intersection. Eventually, these two nodes could be linked together through a continuous pedestrian-oriented frontage along Route 6.
- In these areas, the Town should:
 - Promote a continuous street wall with pedestrian-oriented shops.
 - Promote compatible infill development.
 - Promote restaurants, offices, services, and low-volume/high-image retail (i.e., antique stores).

Policy 4-35: Maintain convenience shopping and services east of Lakeland Street, but allow the potential for mixed-use development as well.

- The Route 6 area primarily provides convenience-oriented shopping, like drug stores. However, there is also a relatively large number of restaurants, professional offices, and auto-oriented uses (gas stations, auto parts stores) which serve local residents and pass-through traffic.
- Future commercial development along the entire corridor should continue to build off these market niches, but should provide more structure as to the location of such uses. East of Lakeland Avenue, auto-oriented uses should predominate, complementing the more pedestrian-oriented character of the area west of Route 6.
- Building off the proposed neotraditional residential area north of the hamlet center, part of this area could also become a mixed-use hamlet area with residential retail, office, and civic uses.

Policy 4-36: Preserve the woodland parcel at the Route 6-Mohegan intersection as parkland with lakefront access in the rear.

- Next to the intersection, there should be limited commercial uses and a celebratory space, which could include a monument, benches, flag poles, etc.
- Some of the trees could be cut to provide a lawn space for sitting or relaxing, although the overall woodland quality of the parcel should remain intact.
- Trails or walkways should lead to the lakefront, providing a pedestrian connection between the hamlet business center and the waterfront.

Policy 4-37: Protect wetlands extending north from Mohegan Lake, and provide walking trails through the wetland areas, if possible.

- Such trails should be connected to the aforementioned woodland parcel.

Policy 4-38: Provide continuous sidewalks, and improve the crosswalks at the Mohegan-Lakeland and Lexington intersections. Use cross-access agreements and consolidated curb cuts, wherever possible, to improve vehicular circulation and enhance pedestrian safety and walkability.

- Pedestrian signals should be installed, and colors pavers should be used to clearly demarcate crosswalks.
- Once a bypass is built, the Town should explore the feasibility of using traffic-calming devices along the existing Route 6 right-of-way west of Lakeland Avenue, which would be more compatible with the envisioned pedestrian-oriented character.

Policy 4-39: Allow for residential-to-office conversions along the outskirts of the hamlet business center, subject to conditions of approval.

- Around the hamlet business center, there is a pattern of single-family residential uses on small lots (i.e., 10,000 square feet). These should be maintained, although the houses closest to Route 6 should be permitted to convert to offices.

Policy 4-40: Allow senior housing to the rear of retail stores along the north side of Route 6, west of Lakeland Drive.

- Promote senior housing to the rear of retail stores along the north side of Route 6, west of Lakeland Drive, building on the identity created by the existing nursing home/assisted living facility off of Lexington Avenue.
- Development should be balanced with wetland protection.

Policy 4-41: Encourage preservation of the LaFarge Chalet, and seek to make the site into a cultural attraction, community center, or neighborhood park.

- This is consistent with the policies of Chapter 6.
- The Town should explore the possibility of purchasing this site.

Policy 4-42: Seek to preserve Ansonia Lodge and provide access to the nearby lakefront in the form of park space.

- While maintaining and expanding multifamily uses on the site, the Town should seek to expand park space adjacent to the waterfront.

Policy 4-43: Allow adaptive reuse of St. George's Chapel, subject to historic performance standards.

- Historic performance standards should be applied with respect to exterior appearance, signage, circulation and parking, landscaping, wetland protection, etc.

Shrub Oak

See Figure 4-4.

Policy 4-44: Preserve the historic character of East Main Street, and through the neighborhood planning process (see Chapter 5), develop an historically sensitive streetscape plan for East Main Street.

- Encourage maintenance or restoration of historic facades as new projects come forward for site plan review. Also, encourage maintenance of stone walls and picket fences. Establish standards for how such features should be maintained or restored.
- The aspects of the streetscape plan should include the following:
 - Provide continuous sidewalks along East Main Street. Improve existing sidewalks, crosswalks, and curbing. Explore the possibility of relocating existing sidewalks to be on the residence side of the trees, in order to provide more a buffer between pedestrians and passing cars. This depends on whether the land area lies within the public right-of-way.
 - Explore the possibility of using bricks, pavers, or slate for sidewalks, which are evocative of an historic ambiance.
 - Add pedestrian-scale antique street lamps along the entire corridor, building off what lighting is already in place near the library.
 - Work with utility companies to underground existing overhead wires.

Policy 4-45: Utilize the Town's Tree Preservation and Planting Program (see Chapter 6) to preserve existing street trees and plant additional trees in the future.

- Through this Townwide program, the Town can restrict the removal of significant trees and provide design guidance and review for any new plantings.

Policy 4-46: Maintain East Main Street primarily as a residential corridor, but continue to expand and improve the cultural facilities along the corridor.

- The primary use along the corridor should continue to be residential, but on a case-by-case basis (i.e., by variance), continue to allow residential-to-office conversions (i.e. for doctors, dentists, accountants, etc.), provided that the converted buildings and properties maintain their residential appearance and compatibility.
- The Shrub Oak hamlet business center also has the largest concentration of cultural attractions of any of the hamlet business centers — the Hart Library, the Methodist Church and cemetery, Lakeland High School, the Elizabeth Anne Seton Church and School, the Lakeland Administration Building, and the 9-11 Memorial. These lend great character to the hamlet.
- Allow the Library to be expanded on its current and adjoining sites. Ensure than any future addition is architecturally compatible with historic structures.
 - Seek to establish a shared parking agreement with Lakeland Administration next door (i.e., use as spill-over lot during library events.)

Figure 4-4: Shrub Oak

- If Lakeland Administration ever contemplates a move from its current location, seek to purchase the site for a possible library expansion and/or the creation of a community center — a northern version of the YCCC. Preserve the existing ball fields on the Administration Building property, even if the main use of the property changes.

Policy 4-47: Maintain the commercial areas of Shrub Oak as neighborhood-oriented shops and services.

- Shrub Oak's commercial uses are primarily neighborhood shopping/service areas that serve local residents. Route 6 carries through-traffic around the hamlet business center, meaning that it does not attract much in the way of regional shoppers. The only exception is the gas station/convenience node at the eastern end of the district.

Policy 4-48: In case the lumberyard site is ever sold, allow development of either a "village center" with a mix of shopping, offices, and apartments, or an expansion of Wynwood Oaks senior housing.

- In case the existing lumberyard is ever closed and sold, allow development of *either* a "village center" with a mix of shopping, offices, and apartments, *or* an expansion of Wynwood Oaks senior housing.
- Use PDD overlay zoning to create a high-quality development plan. Allow this site to be merged with some small adjacent sites to achieve more a better coordinated design.

Policy 4-49: Behind and along Barger Street, allow offices or a country inn, while preserving open space that fronts on Route 132.

- Development of the site would require access to be provided from Barger Street. Designate the site and its neighboring sites fronting on Barger Street as a Planned Development District (see Chapter 2,) in order to encourage the improvement of the entire commercial area.
- Require significant open space dedication, buffering on all sides, and protection of the scenic quality of both the Taconic Parkway and Route 6. Seek in particular the preservation of the open space features of the nursery.

Policy 4-50: Seek to preserve open space and wetlands throughout the district, and at the eastern end of the corridor, create a pedestrian trail and bridge through the wetlands.

- Two of the largest wetland areas are: (1) the area behind the A&P shopping center; and (2) in the triangle at the eastern end of the corridor. In the latter area, create a pedestrian trail and bridge through the wetlands that connects the townhouse and office sites south of the wetland to the shopping village north of the wetland.

Policy 4-51: Allow infill development on the A&P site (that is, one more small building with one or more stores), provided the parking lot is re-landscaped, access is improved, and wetlands are protected.

- A densely landscaped buffer must be provided along the street frontage. Signage must be improved, and cross-access must be provided to the Shrub Oak Plaza.

Policy 4-52: Improve traffic flow and safety along East Main Street by making intersection and access improvements.

- Install a traffic light at the Stony Street intersection.
- Link the parking lots of the A&P shopping center and the adjacent commercial site through a cross-access agreement. Consolidate the curb cuts of these two sites into a four-way intersection with STOP signs between East Main, the A&P shopping center, and a relocated entrance to the Seton Church and School.
- Create protected pedestrian crosswalk across East Main Street between the A&P shopping center and the entrance to Lakeland High School.

Jefferson Valley Mall & Business District

Figure 4-5.

Policy 4-53: Encourage expansion of Jefferson Valley Mall, provided there is no increase in impervious surface, no wetland encroachment, and attractive architectural design.

- The mall continues to be a major regional retail attraction. It has recently been undergoing a renovation. An expansion would help the mall remain competitive into the future.
 - It provides significant opportunities for buying clothing, household items, books & CDs, and other "comparison shopping" items.
 - According to the Comprehensive Plan surveys, the mall functions as the Town's major destination for residents to browse or window-shop.
 - The mall experiences growing competition from the Cortlandt Town Center and other major retail outlets in the region.
- The mall is a popular nighttime attraction with a movie theater. By today's standards, the theater is considered small, because it only has eight screens. The Town should encourage expansion of the movie theater.
- If a parking garage is needed, site it where it has the least impact, i.e., not adjacent to residential areas. Design the garage with an attractive façade that complements the mall façade.

Figure 4-5: Jefferson Valley Mall & Business Center

Policy 4-54: Preserve most of the Par-3 golf course as open space, but allow country inn or office uses on the site that preserve its open space and environmental quality.

- The par-3 golf course site is a potential site for a country inn in Yorktown.
 - It has a stream and woodlands that create the appropriate atmosphere. It also has excellent highway access, meaning that traffic impacts would be confined to the Route 6 corridor and would not intrude on residential or rural areas.
 - Allow the country inn to have a banquet hall, conference facility, or some other unique amenity (i.e., a health spa, a tennis club) in order to establish a unique market appeal.
 - Explore the feasibility of concentrating the development rights of the Par 3 golf course and the site on the other side of the Taconic Parkway, possible through the Town's Density Reduction Program (see Chapter 5.)
- If a country inn is built, require a campus-style format, a maximum height of three stories, and generous open space preservation. This would be consistent with the concept of a county inn (i.e., lower density development in a rural setting), would help blend in the use with the adjacent residential areas, and would preserve the scenic quality of Route 6 and the Taconic Parkway.

Policy 4-55: Establish a walkable "Main Street" along Hill Boulevard north of Route 6, with walkways and view corridors leading down to the Osceola lakefront.

- Provide retail and service uses along Hill Boulevard that complement but don't compete with the mall. The mix of uses should include professional offices, sit-down restaurants, family entertainment (like the existing bowling alley), and non-chain specialty stores, whereas the mall provides chain stores and a food court.
- Establish a walkable street frontage.
 - Allow infill development along the west side of the street, provided that a public parking area can be created to the rear, ideally within the utility right-of-way.
 - Link together existing parking lots, public and private, through cross-access driveways, walkways, and/or stairways.
 - Improve sidewalks, and add a double row of street trees, landscaping, crosswalks, and pedestrian lighting.
 - Continue to allow on-street parking on both sides of the street, and/or consider narrowing the street to provide enlarged areas for walking.
 - Provide walkways between Hill Boulevard and the Osceola Lake waterfront.
- Extend the Main Street area east onto East Main Street, north of Osceola Lake.
 - This would not entail new development, but the improvement of existing structures and façade improvements.
 - A mix of retail and service uses could be on both the north and south sides of the street. In addition to retail uses, bed-and-breakfast uses could be allowed.

- On-street parking, sidewalk improvements, pedestrian lighting, landscaping, and walkway connections to the waterfront would add to the walkability and charm of the area.
- Consider realigning the East Main-Hill intersection, so that the "Main Street" shopping area follows one continuous streetscape, with East Main hitting the Main Street at a "T" intersection. This would have the added benefit of traffic calming East Main Street and diverting some motorists back to Route 6.
- To the greatest extent possible, maintain views of the water from the East Main-Hill intersection. Through the site plan review process, encourage any new structures to be sited outside this view corridor, or that buildings be built low enough to maintain views over them.
- Implementation of some of these concepts is dependent upon the extension of sewers to this area. There are plans to extend sewer infrastructure through Jefferson Valley along East Main Street.

Policy 4-56: Strengthen the market niche in the Lee Boulevard shopping area north of Route 6.

- If the D'Agostino's ever relocates, work to recruit a specialty or gourmet grocer that complements but does not directly compete with large-format grocery stores. As is, the shopping center would not likely draw a main-stream grocery chain like Stop n' Shop, which tend toward larger sites.
- If the existing post office outgrows its current space, strive to keep the post office within the Jefferson Valley hamlet business center by helping to identify an alternate site. One potential may be the existing vacant bank site at the Lee-Bank intersection.

Policy 4-57: Improve walkability, pedestrian safety, curb cuts, and visual quality in the Lee Boulevard shopping area.

- Beautify the area with street trees, improved landscaping, improved signage and façade treatments.
- Improve walkability and pedestrian safety by making improvements to sidewalks, as well as the crosswalks at the Lee-Bank intersection.
- Seek to consolidate and relocate the shopping center curb cuts to form a single, 4-way intersection with Lee and Bank.
- Redesign the D'Agostino's parking lot to provide pedestrian walkways from the Lee-Bank intersection through the parking lot to the shopping center's frontage. Also, provide more landscaping in the parking lot. As an incentive for such improvements, consider allowing a small expansion of the shopping center or a small, free-standing commercial structure in the parking lot.
- Seek to provide an attractive visual element to the Lee Boulevard shopping center that helps establish its identity (i.e., a clock tower, a memorial, etc.), ideally adjacent the Lee-Bank intersection.

Policy 4-58: Use the vacant site between the Lee Boulevard and Hill Boulevard shopping areas for a mix of retail and community uses, oriented to a new internal roadway.

- Create a new road that links Bank Road and Hill Boulevard and extends all the way across Hill Boulevard, down to the waterfront. The new street would provide access to the rear-yard parking lots behind Main Street. It would end in a cul-de-sac that allows pedestrian access to the waterfront, as well as views of the water. Provide sidewalks, pedestrian-oriented lamps, and shade trees along the new street.
- The preferred use for the site is a retail anchor. Such an anchor could be a home improvement or household goods store. Set aside the northern part of the site as a cultural/ community center or similar public or quasi-public use.

Policy 4-59: West of Hill Boulevard, maintain the north side of East Main Street as primarily residential in use.

- Expand the townhouse uses that already exist along East Main Street, between Lee and Hill Boulevards, provided there is no wetland disturbance.
- Provide sidewalk connections along East Main Street to the shopping areas, with crosswalks at Hill Boulevard and Lee Boulevard.

Policy 4-60: Seek to establish public-access trails along the lakefront, and program recreational uses (private or public) along the north shore of the lake.

- Seek to establish public-access trails along the lakefront. The vision is for a green, wooded waterfront with a walking trail and benches. Ideally, the trail should extend from the Hill Boulevard shopping area east to Osceola Beach and beyond.
- Program private and public recreational uses along the north and west shores of Osceola Lake oriented to the waterfront, such as boating, paddleboats, etc. A playground should be added. Encourage multi-generational recreational uses. This should extend eastward all the way to the East Main-Mahopac intersection.
- Bed-and-breakfast inns should be permitted in this area as well.

Policy 4-61: Around the East Main Street-Mahopac intersection, continue to promote small-scale offices and residential-to-office conversions, while maintaining the existing retail node.

Policy 4-62: Continue to protect the scenic, woodland quality of the Route 6 and East Main Street corridors.

- Protect the scenic quality of East Main Street by maintaining a woodland buffer along the roadway. Continue to orient commercial uses to Hill, Lee, and Bank, while maintaining residential uses along the northern side of the roadway.
- Maintain dense woodland and landscaping buffers along the roadway.

Policy 4-63: Create ornamental "gateways" at the Route 6 entrances of both Lee Boulevard and Hill Boulevard.

- Use signs, trees, flowering shrubs, decorative fencing or stone walls, and similar design elements to call attention to the entryway.

Office & Research

Policy 4-64: Ensure that the IBM campus continues to meet the company's needs for years to come.

- Yorktown has a major corporate tenant (IBM) in Class A office space, with a smattering of smaller Class A, B, and C tenant space throughout Yorktown.
- IBM is a strong and reputable corporation, and the Yorktown campus functions as a major research facility. The campus provides job opportunities for Yorktown residents, and it is major source of tax revenue, which helps defray the costs of Town services.
- Looking twenty years into the future, Yorktown should work with IBM to ensure that the campus continues to serve as a major research facility.

Policy 4-65: Promote corporate or multi-tenant office development in select locations near major entrances to the Taconic Parkway and Route 6.

- Preferred locations include: (1) areas around the IBM campus; (2) the Crompond Triangle; (3) existing office campus in the northeastern corner of the Taconic-Route 6 interchange; (4) vacant parcel on the south side of Route 6 bordering Somers.
- Such sites could accommodate info-tech or bio-tech tenants.

Policy 4-66: Promote professional office space in the hamlet business centers.

- Small-scale offices are needed for local service professionals like doctors, lawyers, and accountants. These should be focused in and around the hamlet business centers, where businesses could benefit from proximity to other businesses and services.
- Offices can be provided in the form of second-floor space above ground-floor shops; small-size office buildings (such as found in Yorktown Heights;) and/or converted older or historic homes around the commercial core. (See separate discussions on each hamlet business center in this Chapter.)

Policy 4-67: Promote small-business or "start-up" office space along Front Street in the Heights; Navajo Street in Jefferson Valley; and Lexington Avenue in Crompond.

- These areas already help fulfill a need for office space and mixed office/warehouse space that suits small businesses, such as contractors, landscapers, architects, etc.

Light Industry & Warehousing

Policy 4-68: Strive to retain light industry, warehouses, and contractors in Yorktown and promote infill development in industrially zoned areas.

- Seek to retain and promote warehouse-distribution and contractor uses by keeping available land zoned for such uses. There are three such areas in Yorktown:
 - Front Street in Yorktown Heights
 - Off Lexington Avenue, north of Route 202.
 - Navajo Street in Jefferson Valley.
- Undertake roadway improvements that continue to provide good truck access to the latter two areas. Discourage uses that require heavy or frequent truck activity in Yorktown Heights, as truck activity is in opposition to the attempt to promote a pedestrian-friendly environment there.
- Continue to allow office uses in industrial areas. As Westchester's office market is generally stronger than the market for light industry or warehouse uses, there may be turnover of industrial/warehouse space in the future. In that case, there should remain the option of converting to office uses.

Policy 4-69: Limit self-storage to industrially zoned areas and keep them out of retail zones.

- Such uses are incompatible with retail areas. Because retail zones are limited in land area, they should be reserved for commercial uses to the greatest extent possible.

Culture & Tourism

Policy 4-70: Promote Yorktown's parks, trails, and recreational attractions as day-trip destinations.

- Work with the State, the County, and other entities to promote Yorktown's recreational attractions, including the North County Trailway, the Briarcliff-Peekskill Trail, FDR Park, Teatown, Mohansic Golf Course, Bald Mountain Park, and the Kitchawan Preserve.
- Consider promoting Town hiking trails in Sylvan Glen and on Turkey Mountain as regional attractions.
- As discussed in Chapter 3, continue working with the County to expand Yorktown's network of bicycle routes, and seek to establish a bikeway connection across the Taconic State Parkway to the Hudson Valley Greenway.

Policy 4-71: Promote awareness and appreciation of local history and encourage heritage tourism

- See Chapter 6.

Policy 4-72: Consider turning the Bernstein property into a "living history" farm.

- On a living history farm, historic buildings are preserved and restored, and early farm life is portrayed by costumed interpreters, who demonstrate agricultural activity, animal husbandry, cooking, and household work as it was done in years past. This would celebrate Yorktown's agricultural history, promote local appreciation of Town history, and create a cultural/historic attraction for day-trippers.
- A very successful prototype is Longstreet Farm in Holmdel Park in Holmdel, New Jersey. A local example of a living history farm is Muscoot Farm in Somers, off Route 100.
- The Bernstein property is preferred, because it already Town-owned and there are old farm buildings still standing on the site. The feasibility of restoring and reusing those buildings is yet to be determined. As an alternative to the Bernstein property, Hanover Farm can be considered as a possible location. Much of the farm is expected to be preserved through the provisions of the Farmland Preservation Overlay District.

Policy 4-73: Entice day-trippers to explore the hamlet business centers by installing kiosks or providing informational brochures at recreational and historic sites that attract tourism activity.

- Although any future tourism activity is likely to be small in volume, the Town can still capitalize on these small numbers of short trips by enticing visitors to explore the hamlet business centers.
- For example, in FDR Park (e.g., at the pool entrance or in the parking lot) and at trail entrances, there should be kiosks or other information available that advertise local businesses (i.e., restaurants and specialty shops.)

Policy 4-74: Allow commercial recreational uses and/or country inns at scenic sites convenient to highway exits.

- Candidate locations include:
 - The Crompond Triangle
 - The Par-3 golf course next to the Route 6-Taconic Parkway interchange.
 - In or adjacent to the Kitchawan Preserve.

Policy 4-75: Building on the Nancy R. Elliott Theater and other cultural institutions, promote the performing arts in Yorktown.

- Explore opportunities for establishing additional theater space in and around Yorktown Heights.
- Explore the feasibility of converting the YCCC gym into a performance space, particularly for dance/music. The space may no longer be needed as a gym if a new indoor sports facility is built (see Chapter 9).

- Explore opportunities for establishing an outdoor theater of performance space in Yorktown. Candidate locations include: FDR Park, the John C. Hart annex property (north of Route 6,) Holland Sporting Club, and the LaFarge Chalet site.
- Expand the Summer Theater Workshop for youth.
- Work with local theater groups to promote Yorktown performances throughout northern Westchester and the greater Hudson Valley.

APPENDIX TO CHAPTER 4: EXISTING CONDITIONS REPORT

Retail

- Yorktown residents have a total cumulative retail spending power of roughly \$420 million per year, based on 1999 income levels. In 1997 (the last year for which data is available), Yorktown's retail businesses reported total sales of approximately \$630 million (\$563 million after subtracting approximately \$67 million spent in the auto dealers along Route 202 in Crompond.)¹ Yorktown has a net inflow of retail spending, contributing to the Town's economic vitality.
- A large part of the retail spending inflow is explained by Jefferson Valley Mall. The mall currently has about 714,000 square feet. The median retail sales for an enclosed suburban mall nationwide is \$232 per square feet per year. Assuming this figure is true for the Jefferson Valley Mall, the mall generates about \$166 million in retail sales annually. Since the mall taps into a regional market, much of this spending comes from the residents of other communities. For analytical purposes, we assume that two-thirds of the mall sales — or roughly \$110 million — is generated by these regional residents.
- Subtracting this out, the remaining sales Yorktown sales volume for all other retail activity is about \$453 million. This is still above Yorktown residents' spending power, suggesting a net **inflow** of retail dollars for other shopping. This is likely due to the popularity and convenience of Yorktown's supermarkets, shopping centers, etc., to residents of adjoining towns.
- The largest retail destinations in Yorktown are the Toys R Us store in Jefferson Valley, the BJ's/Staples/Bed Bath & Beyond shopping center in Crompond, and the two shopping centers in Yorktown Heights, which have a KMart and TJ Maxx.
- Nonetheless, the resident surveys suggest that the Town is experiencing sales leakage, mainly in the specialty retail category:
 - For clothes and furniture shopping, 50 percent of respondents said that they leave Yorktown.
 - For window shopping, 49 percent of respondents leave Yorktown.
 - For eating out, 44 percent of respondents leave Yorktown.
- For weekly grocery shopping, people almost always tend to go to the closest grocery store to their home. Yorktown Heights is the most popular destination for grocery shopping (63 percent of survey respondents said it is the place they go most often.) However, it is notable that 20 percent of respondents said that they leave town. This means that some residential areas of Yorktown may be underserved by grocery stores. Some of this leakage is also explained by the popularity of nearby shopping centers in

¹ This assumes that the three auto dealerships each sold \$22.4 million in merchandise per year (1999 figure).

adjacent towns. Two examples include the Cortlandt Town Center on Route 6 in Cortlandt and the Stop & Shop center on Route 6 in Somers.

Sustainable Development Study, Recommendations for Route 6 and Route 202

- Recommendations for Route 6 and Route 202 will influence what policies are being put forward for the Mohegan Lake and Crompond hamlet business centers. See the appendix to Chapter 3 for additional information on the *Sustainable Development Study*.
- **Route 6.**
 - *Option Considered, Summer 2002:* Create a bypass route north of the current roadway and just south of Strawberry Road and rejoining the existing roadway in Cortlandt near the Town Center entrance. The bypass route and the existing road would function as a one-way couplet. This would be coupled with a 2-lane BMP connection.
 - *Recommended Package, December 2002:* Do nothing along the Yorktown stretch of Route 6, but improve the BMP-Route 6 interchange, such that it siphons away regional traffic from the Route 6 corridor. This would also be coupled with a 2-lane BMP connection. Allowing truck traffic on the BMP is also being considered, with access/egress at the Route 6 interchange.
- **Route 202.**
 - Experiences a high degree of traffic congestion, due in large part to traffic from the Bear Mountain Parkway (BMP.) Left turns into and out of businesses also contribute to the problem.
 - Preliminary recommendations from the *Sustainable Development Study*, as of December 2002², call for: (1) completion of the BMP, which would be built north of the current right-of-way, in order to avoid some of the wetlands found immediately on the north side of Route 202; and (2) addition of a middle turning lane to Route 202, in order to reduce the current problem of back-ups behind left-turning cars.
- The December 2002 recommendations also call for a significant reduction of the potential buildout of the study area, which extends north from Route 202 all the way to Route 6. However, the Crompond triangle has been proposed as "Development Center" where new development would be concentrated. The idea is to promote a strong center of development with less sprawl around it.

² Routes 202/35/6 Bear Mountain Parkway Sustainable Development Study, Linking Land Use and Transportation, DRAFT Summary Plan, December 2002.

Office & Research

- Westchester County is a major location for office and R&D space. There is a major urban office cluster in White Plains, but there are also many suburban office sites and business parks, including both corporate and multi-tenant buildings.
 - With corporate downsizing since 2000, some former corporate sites have been retrofitted for multi-tenant use. There was a shortage of smaller office spaces in prior years, so this is fulfilling pent-up demand.
 - Westchester still remains an attractive destination for corporate offices, because the main factors influencing corporate office location include: (1) proximity to a well-educated workforce; (2) proximity to the CEO's primary residence; (3) proximity to a major metropolitan center, where financial services, media outlets, and/or the company headquarters are located; (4) good highway access, preferably near an interchange.
- During the current economic downturn, office vacancy rates rose nationally from 8 percent in the third quarter of 2000 to 19 percent in the third quarter of 2002.
 - Suburban Westchester is currently fairing better than the rest of the country, with a vacancy rate of about 15 percent.
 - Compared to other parts of the region, Westchester fairs better than suburban New Jersey (21 percent) but worse than Long Island (11 percent).³
- Asking rental rates in Westchester County for Class A office space are now \$28 per square foot, and asking rates for Class B space are \$25 per square foot.
 - In the short- to mid-term (3 to 5 years), Class B occupants may seek to upgrade to Class A space, gaining better space for little more money.
 - However, investors will be more likely to build Class B, since there is little profit margin to be gained from building Class A.
 - These two factors combined suggest a long-term (10-year) shortage of Class A space. This will eventually place upward pressure on the price for Class A space.⁴
- The *Westchester County Economic Development Plan and Marketing Strategy* calls for:
 - **Business retention.**
 - **Targeted business recruitment.** Because the costs of doing business in Westchester are high, new business formation rates are lower than in other parts of the region. Towns and the County should actively recruit businesses from areas where they are starting up.
 - **New business formation.** To counteract the high costs of doing business, which impedes new business start-up, provide low-cost incubator space and work to convert large vacant corporate space into smaller business suites.

³ Grubb & Ellis, *Office Market Trends: A Survey of the Nation's Office Markets*, winter 2002.

⁴ Grubb & Ellis, *Office Market Trends: A Survey of the Nation's Office Markets*, winter 2002.

- **Cluster business strategies.** Growth clusters in Westchester County are information technology, corporate headquarters, bio-technology. This capitalizes on growing R&D sectors (info-tech and bio-tech), the County's highly educated population, and proximity to major research universities (i.e., Columbia.)
- According to the 1997 Economic Census, Yorktown ranked only 23rd out of 39 Westchester municipalities in terms of annual sales (\$26.5 million) and number of employees (206) in the Professional, Scientific, and Technical Service industries. While Yorktown has about four percent of the County population, it has only about one percent of the County employees and sales. This suggests there is room for growth.

Light Industry & Warehouse

- Manufacturing, as an industry, has been in decline in Westchester County for decades. The market for light industry and warehousing in Westchester County (generally) and Yorktown (in particular) is not as strong as some other parts of the metropolitan region (i.e., central New Jersey.)
- The primary reasons are that (1) such uses are typically land-intensive and Westchester has relatively high land costs; and (2) the industry needs access to regional truck routes, shipping ports and airports. Westchester has highway access, but bad highway congestion and no good cross-county truck route except I-287, and the County does not have exceptional access to airports or shipping ports.
- Nevertheless, Yorktown has managed to attract smaller warehouse-distribution and contractor uses, which serve local businesses and households.

Culture & Tourism

- Tourism is a major regional industry, but northern Westchester is not a major tourist destination currently.
- Yorktown has several popular recreational amenities that are known beyond Town borders. They attract not only local residents, but also day-trippers from NYC and other parts of the region. These sites include:
 - FDR Park;
 - North County Trailway; and
 - Teatown Reservation.
- The Rochambeau Trail and the African American Heritage Trail could become an important attractions in the future. People using the trail would also tend to be day-trippers as opposed to weekday or week-long tourists.
- Yorktown's historic sites are tourist attractions for its own residents! They do not currently draw significant numbers of out-of-town tourists or day-trippers, but they

are a source of community pride and identity. Yorktown has worked to increase awareness and appreciation of historic resources among local residents. For example, it operates the Yorktown Museum, which showcases Town history.

- There is some but limited demand for hotel and overnight accommodations.
 - In the Yorktown region, hotel clusters are found in White Plains (office cluster; County seat); Tarrytown/Hyde Park (highway access, I-287; historic Hudson Valley); and Fishkill/Newburgh (highway access, I-84.) These serve business travelers, pass-through drivers, and budget-conscious tourists. There are smaller hotels and bed-and-breakfasts throughout the region catering mainly to Hudson Valley tourists and visiting family members.⁵
 - Yorktown is not an ideal overnight location for business travelers or pass-through drivers. Business travelers are more likely to stay in central locations like White Plains, near a highway interchange, or near an airport.
 - Currently, the closest hotels for visiting family members are in Mt. Kisco, Peekskill, and Croton-on-Hudson. However, it is uncertain whether there would be enough demand from this source to support much more than a few bed-and-breakfasts. There may be some tourism demand, but Yorktown would be competing with hotels and bed-and-breakfasts better located along the Route 9 corridor.
 - Yorktown's major potential hotel market is for conference, wedding and similar special events. Such uses require a unique blend of a scenic site with highway proximity.
 - Thus, pending further study, the preference for hotel development would be for bed-and-breakfasts and/or a country inn. A country inn has about 20 to 50 rooms (in comparison to 100+ rooms for most newly built chain hotels) and is notable for its country setting and ambiance.

⁵ Round The Bend's Online Travel Guide to Upstate New York, <www.roundthebend.com/hudson/hudshot1.html>, visited March 10, 2003.