DOWNTOWN DISTRICTS DESIGN STANDARDS CHECKLIST *(Reference Purposes Only)*	
DESIGN STANDARD	**MEETS STANDARD Yes or No**
RESIDENTIAL DEVELOPMENT	
street-facing facades (for example, doors and windows, bay windows, balconies, terraces, projected entrances and overhangs)	
Street-facing facades designed with consistent building materials and treatment	
Unifying architectural theme for the entire residential development, utilizing a common vocabulary of architectural forms, elements, materials and colors	
Fenestration	
Windows defined by 1 or more of the following: 1. Recessed windows 2. Projected windows 3. Window trim highlights windows 4. Projecting sills and/or lintels	
Upper Story Façade	
Upper story façade articulation similar in rhythm and proportion to ground floor façade	
Upper story windows must create a rhythm, either symmetrical or equally spaced, across façade	
Upper story windows generally vertically aligned with the location of windows and doors on ground floor	
Tinting of upper story glass does not exceed 20%	
The elevation of horizontal façade elements, such as cornices, belt courses, awnings, sign friezes and canopies, generally align with adjacent buildings	
Cornices match the cornice height of adjacent structures	
Corner Buildings	
Buildings located on corners on Nepperhan Street, Nepperhan Avenue, Manor House Square, Main Street, Riverdale Avenue, Warburton Avenue, and North and South Broadway: architectural massing defines corners (for example, turrets, rounded facades, chamfered corners, etc.)	

DOWNTOWN DISTRICTS DESIGN STANDARDS CHECKLIST *(Reference Purposes Only)*	
DESIGN STANDARD	**MEETS STANDARD Yes or No**
INDUSTRIAL	
Building Articulation	
Windows included on street-facing façade	
Street-facing facades must have at least 2 of the following architectural features: 1. Change in wall or building plane of varying depths but at least 2' in depth and 18' in width, at least once every 30' for the length of the façade 2.Reveals and openings 3.Changes in color, texture and/or material	
A minimum ground floor height of 12', measured from grade to the second floor	
Site Design	
Comprehensive architectural concept used in multi-building complexes - unified through use of similar design features, construction, building material and color	
Accessory buildings (security kiosks, maintenance buildings, and outdoor equipment enclosures) compatible in design with overall architectural concept	
Predominant façade colors are neutral or earth-tone colors	
Primary colors, high-intensity colors, metallic or fluorescent colors, and black are prohibited as predominant façade colors may be used for building trim (architectural elements and accent and limited to 30% of any façade)	
Siting Requirements	
Public entrances well defined	
Public entrances visible from the street	
Entry to office or guest facilities has direct access from public street frontages or parking areas	
Storage structures sited towards the center or rear of the site	
Service doors must be integrated into design of the building, and recessed and screened where possible	
No large expansive paved areas located between the street and building (smaller, multiple lots separated by landscape and buildings, or placement behind buildings, required)	

DOWNTOWN DISTRICTS DESIGN STANDARDS CHECKLIST *(Reference Purposes Only)*	
DESIGN STANDARD	**MEETS STANDARD Yes or No**
ALL DEVELOPMENT IN DOWNTOWN DISTRICTS	
Special Paving Finishes in Required Sidewalk Enhancement Areas – All Development	
Where front and side front setback required: paving of setback areas coordinated with the adjacent streetscape and allows for pedestrian access	
Mechanical Equipment– All Development	
Roof-mounted mechanical equipment architecturally integrate into design of structure	
Ground-based mechanical equipment located in the rear or interior side yard and minimum of 5' from any lot line (prohibited within the front or side front yard)	
Ground-based mechanical equipment complies with the City's noise ordinance	
Building Material Restrictions – All Development	
These building materials limited to use as trim and accent materials for exterior façades (may be used as trim materials - limited to a total of 30% of any exterior façade) Metal EIFS/Dryvit Fiberglass or plastics Vinyl, aluminum or wood-slat siding Concrete masonry unit (CMU) Exposed aggregate (rough finish) concrete wall panels Reflective and mirror glass	
Building materials prohibited in the construction of the exterior facade Glass curtain wall systems T-111 Composite plywood siding Large expanses of highly reflective wall surface material Corrugated metal - prohibited as façade building and material (does not include standing seam metal roofs)	

APPENDIX B

MAXIMUM WORST CASE BUILD0OUT ANALYSIS

Memorandum

To: BFJ Planning
CC: Yonkers Department of Planning and Development
From: Kiyoshi Yamazaki
Date: August 2, 2011
Re: Downtown Yonkers Build-out Analysis

Methodology:

Data Collection

The city's "Tax Assessor's Geographic Database" is the primary source of information for this analysis. For parcels missing "Gross Floor Area" and "Number of Floors", information from various sources were used to estimate approximate GFA. Such information sources include "Building Footprints" dataset from the Westchester County, online aerial and street level imaging services such as Microsoft's Bing Maps and Google Map.

Maximum Floor Area Ratio

For districts where there are varied "Maximum FAR" depends on use, the following assumptions were used: (1) for residential districts that allow both "Single and Two Family Dwellings" and "Multifamily Dwellings", the FAR allowed for "Multifamily Dwellings" were used, (2) for BA district which allows residential/commercial mixed-use buildings, "Maximum FAR" for multifamily uses were used reflecting the fact that there are limited demands for multi-story office developments in the downtown area today.

Allowable Floor Area v. Buildable Floor Area

In general "Maximum Allowable FA" is calculated by multiplying "Maximum Allowable FAR" over "Lot Area". However, the city's strict height and coverage regulations under current zoning often prevent developments to achieve the "Maximum Allowable FA". To address this issue, Maximum "Buildable Floor Area" was calculated for each lot by multiplying "Maximum Number of Stories" and "Maximum Floor Plate" (Lot Area x Max. Coverage). If "Buildable FA" was smaller than Allowable FA, then Buildable FA was used. If Buildable FA was larger than Allowable FA, then Allowable FA was used.

Maximum Number of Stories: (1) Maximum Number of Stories defined by the zoning text, or (2) Maximum Building Height divided by 10 feet for residential district and 12 feet for commercial/industrial districts.

Maximum Building Height: (1) Maximum height defined in the zoning text, (2) for districts that allow "1 ½ times the width of right-of-way", approximate ROW width were measured and applied to each lot.

1. Worst Case Build-out Calculations

Soft Sites Hypothetical Build-out		**Existing**
Proposed Zoning	Existing Zoning	Existing FA (Act)
29.1 M SF	14.0 M SF	2.3 M SF

Soft Sites Practical Build-out	
Proposed Zoning ((Hypo – Existing FA) x 70%))	Existing Zoning ((Hypo – Existing FA) x 70%))
18.8 M SF	8.2 M SF

Hard Sites Hypothetical Build-out		**Existing**
Proposed Zoning	Existing Zoning	Existing FA (Act)
24.8 M SF	9.9 M SF	5.2 M SF

Hard Sites Practical Build-out	
Proposed Zoning ((Hypo – Existing FA) x 5%))	Existing Zoning ((Hypo – Existing FA) x 5%))
1.0 M SF	0.2 M SF

Soft & Hard Sites Practical Build-out Total

Proposed Max. Build-out	Existing Max. Build-out
19.8 M SF	**8.4 M SF**

2. Proposed Zoning Build-out Detail

	Hypothetical	Hypothetical, with adjustments	
	Total FA	Total Base FA	Total Tower FA
Subtotal	38.1 M SF	15.3 M SF	13.8 MSF
Grand Total	**38.1 M SF**	**29.1 MSF**	
60%	22.9 M SF	17.5 M SF	
70%	26.7 M SF	20.4 M SF	
80%	30.5 M SF	23.3 M SF	
90%	34.3 M SF	26.2 M SF	
100%	38.1 M SF	29.1 M SF	

Assumptions:

Hypothetical	(Lot Area) x (Max. Lot Coverage) x (Max. Number of Stories Achievable)

Hypothetical with Adjustments	Soft sites larger than 40,000 SF: (max. tower floor plate size = 50% of lot area); ((max. base floor plate = (lot area x max. allowed coverage))
	Soft sites between 22,222 SF and 40,000 SF: (max. tower floor plate size = 20,000 SF); ((max. base floor plate = (lot area x max. allowed coverage))
	Soft sites smaller than 22,222 SF: ((max. tower floor plate size = (lot area x max. allowed coverage)); ((max. base floor plate = (lot area x max. allowed coverage))

APPENDIX C

NYMTC FORECAST FOR DOWNTOWN YONKERS

Memorandum

Urbanomics was tasked with determining the floorspace required to house the projected population and employment growth in Downtown Yonkers (Census Tracts 36119000103, 36119000300 and 36119000401). The two development scenarios examined were the NYMTC market projection and the RCLCO-based Vision for downtown Yonkers.

Overview of Method

The NYMTC 2035 TAZ Distribution Model for Westchester County was updated to reflect current conditions in downtown Yonkers in terms of vacant land/soft sites and recently constructed developments and those in the pipeline. The model was then run to determine 2010 and 2025 population and employment projections for the Downtown and Yonkers as a whole. The incremental change in population and employment from 2010 to 2025 was then applied to the 2010 Census 100% population count and the 2010 estimate[1] of employment, respectively.

The revised distribution of the market population and employment forecasts yielded an expected gain of 15,381 people and 10,158 jobs in Yonkers as a whole between 2010 and 2025. The Downtown census tracts account for 4,317 of these people and 2,713 of these jobs as distributed under current patterns. The additional floorspace required to accommodate these new households and jobs was then determined by dividing the population increment by average household size to achieve the number of new households and then by applying average floorspace multipliers to the number of new households and the number of new workers. These were then adjusted to include parking requirements under current zoning.

The Yonkers Vision from the RCLCO "aggressive scenario" anticipates the addition of 2,576,706 sf of commercial space and 3050 residential units. The floorspace of the projected number of residential units and the parking area required were prepared in the same manner as the NYMTC estimations.
The assumptions and calculations follow.
Assumptions:

- Average Household Size 2.58 persons[2]
- Average Housing unit floorspace: 1100 sf[3]
- Average floorspace per worker: 375 sf[4]
- 1 parking space per 1100sf residential[5]
- 3 parking spaces per 1000 sf commercial

[1] To determine 2010 employment: 2009-2010 Yonkers LWIA employment change from the New York State Department of Labor was applied to the Census tract level employment estimates extracted from the Longitudinal Employer Household Dataset (LEHD).
[2] 2010 Census SF1 for Yonkers, NYMTC 2035 Forecast TAZ distribution model assumption for Westchester County
[3] City of Yonkers calculations
[4] Urbanomics estimations for Westchester County
[5] Ibid.

Floorspace Needs of Market Forecasted Population and Employment: Yonkers and Downtown Yonkers, 2010-2025

	2010 Population	2025 NYMTC Forecasted Population	2010-2025 NYMTC Forecasted Population Change	New Households	Household Floorspace (SF)	Required Parking SF	Total Residential Floorspace Demand (SF)
Yonkers	195,976	211,357	15,381	5,962	6,557,791	2,086,570	8,644,360
Downtown Yonkers	*15,541*	*19,858*	*4,317*	*1,673*	*1,840,581*	*585,640*	*2,426,221*
Downtown Share	*7.9%*	*9.4%*					*28.1%*

	2010 Employment	2025 NYMTC Forecasted Employment	2010-2025 NYMTC Forecasted Employment Change	New Workers	Commercial Floorspace (SF)	Required Parking SF	Total Commercial Floorspace Demand (SF)	Total Market Floorspace Demand (SF)
Yonkers	49,140	59,298	10,158	10,158	3,809,250	3,999,713	7,808,963	**16,453,323**
Downtown Yonkers	*5,536*	*8,249*	2,713	*2,713*	*1,017,375*	*1,068,244*	*2,085619*	***4,511,840***
Downtown Share	*11.3%*	*13.9%*					*26.7%*	***27.4%***

To accommodate the forecasted increases in population and employment between 2010 and 2025, an additional 16.3 million sf of development is needed in Yonkers, at least 4.5 million sf of which would be expected to be located in the Downtown census tracts.

It should be noted that more than half of the Downtown demand for floor area (SFC project: 2.6M sf) has already been approved for development.

Floorspace Needs of RCLCO Household and Commercial Floorspace Vision: Downtown Yonkers

	RCLCO Household Projection	Household Floorspace (SF)	Required Parking SF	Total Residential Floorspace Demand (SF)
Downtown Yonkers	*3,050*	*3,355,000*	*809,828*	*4,164,828*

	RCLCO Commercial Floorspace Projection (SF)	Required Parking SF	Total Commercial Floorspace Demand (SF)	Total Market Floorspace Demand (SF)
Downtown Yonkers	*2,576,706*	*2,454,003*	*5,030,709*	***9,195,536***

Conclusion

The NYMTC market demand forecast would require an additional **4,511,840 sf** of development to house it. The Yonkers Vision prepared by RCLCO would require **9,195,536sf** of development. ***The difference between these is 4,683,696 sf.***

	Residential sf	Commercial sf	Total sf
RCLCO Yonkers Vision (worst case)	4,164,828	5,030,709	9,195,536
NYMTC Market (reasonable worst case)	2,426,221	2,085,619	4,511,840
Difference	1,738,607	2,945,090	4,683,696

This compares to the practical buildout of 8.4 million sf under existing zoning and 19.8 million sf under the proposed action.

APPENDIX D

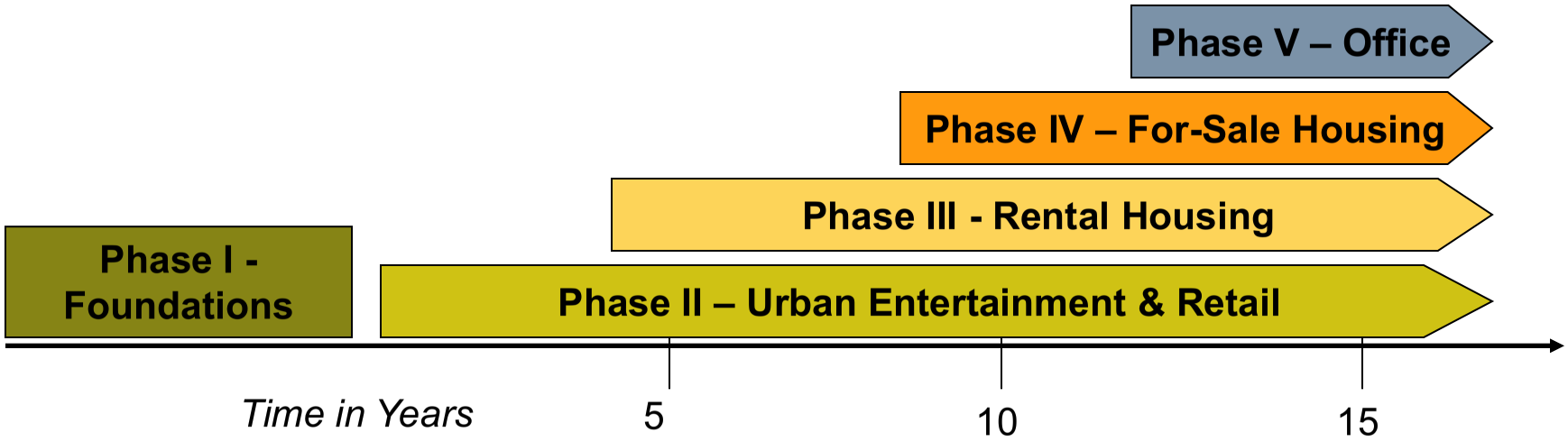
MARKET OVERVIEW AND DEVELOPMENT FORECAST FOR DOWNTOWN YONKERS

Market Overview and Development Forecast

Downtown Yonkers
September 30, 2010

Executive Summary

TYPICAL DOWNTOWN REVIVAL TRAJECTORY
NOT ALWAYS A LINEAR PATH, BUT FEW SHORTCUTS



Foundational Elements - Typically a cultural or institutional driver, supplemented by good bones, catalyzed by a BID/CID/other development entity and often times a pioneering private partner

Urban Entertainment - almost always "bought" or highly subsidized in the early years, and must be supported by aggressive branding/marketing in order to survive

Rental Housing – initially attracted by the emerging lifestyle zone, also driven by lack of available sites in most desirable first tier suburbs

Condo Housing – perceived value proposition now supports individual investment

Office – Either a response to new workforce realities or economic development initiatives

DOWNTOWN YONKERS DEVELOPMENT TRAJECTORY
NEED TO COMPLETE PHASES I AND II

Strengths
Public Transit
Natural amenities
Planning initiatives
Downtown BID
Mayoral support

Weaknesses
Half way there on clean/safe
Permitting process
Physical planning/ zoning challenges

Emphasis on the waterfront area as an entertainment destination is a good start – but area is an odd hybrid of parks space and high-end dining. Lacks critical mass. Limited investment in Main Street entertainment options, and premature drive for soft goods retailers.

Great start along waterfront, but maxed out given available amenities and regional housing economics. Threshold for further catalysis with is net 3,000 HHs.

Move to this level of personal investment is not likely before destination lifestyle environment is a reality.

Lightning-strike office market. Possible to recruit given lease rates, but will require aggressive incentives and mature service retail on Main.

Phase V – Office

Phase IV – For-Sale Housing

Phase III - Rental Housing

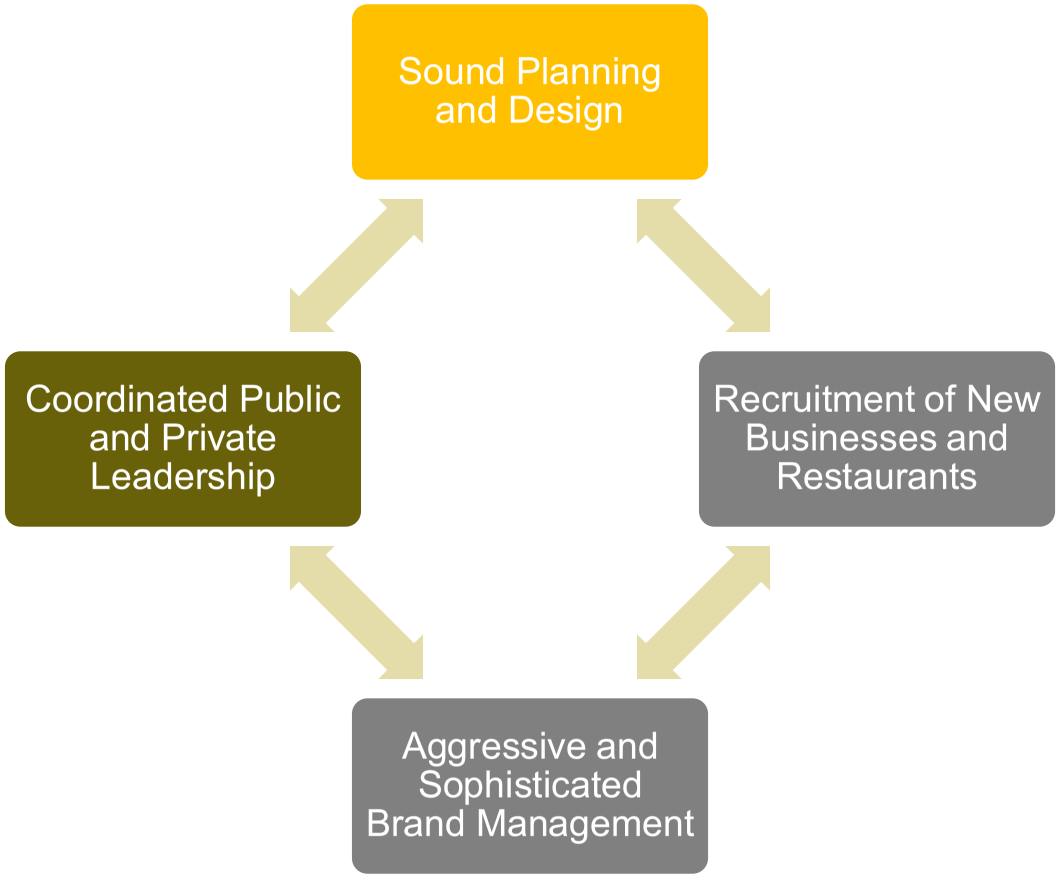
Phase I - Foundations

Phase II – Urban Entertainment & Retail

Now | 0 | 5 | 10 | 15

Time in Years

1. MOVE BEYOND "PASSIVE ECONOMICS"
RECRUITMENT AND BRANDING OF CRITICAL IMPORTANCE



Downtown Yonkers will not have the luxury of relying on market forces alone to drive its revitalization and reinvestment. It will have to engage in purposeful, targeted, and aggressive attraction, expansion, recruitment, and retention efforts in order to *catalyze* built-in market forces.

Public and private leaders will need to agree on roles and responsibilities and move into a phase of work that involves *merchandising* and *branding* strategies for downtown. These efforts should address land use deficiencies to create balance and forward momentum, and will not be without cost.

2. RECOMMIT TO FOUNDATIONAL ELEMENTS
INSITUTIONAL DRIVER, URBAN ENTERTAINMENT CRITICAL

Without a regionally-significant cultural/institutional anchor, Yonkers will struggle to be a center of gravity that can capture the attention and spending power of its built-in demand.

Additional residential investment in downtown is today and will be going forward constrained by walking distance to and environment around the train station. A Main Street rich in urban entertainment uses could prime the pump for additional residential investment east of the train station. And Main Street office-serving retail will enhance the market for new office users.

Yonkers will need to recruit and cultivate an urban entertainment entrepreneur and court a major cultural/institutional anchor. It may need to "purchase" retail tenants in the short run.

It is far too early in Yonkers' trajectory to ease up on "clean and safe" efforts.

Cultural/Institutional Anchor Concepts	**Urban Entertainment Concepts**
Active marina Children's Museum Performing arts venue Programmed recreational facility (skating rink, driving range, etc.) Student-oriented facilities	Bars/Nightclubs Cabarets (especially for live music) Cooking kitchens Live music venue (especially for non-mainstream or independent music) "Fun" restaurants

3. INCREASE DAYTIME EMPLOYMENT
LACK OF OFFICE EMPLOYMENT A KEY DIFFERENCE

	Households	Office Employment	Rental Units	For Sale Units	Retail (GLA)	Area (Sq. Miles)
Long Beach, CA	12,482	22,000	10,160	2,322	955,506	1.50
Oakland, CA	8,852	38,000	7,568	1,284	132,797	1.15
St. Paul, MN	4,858	51,000	4,163	695	196,410	1.29
Stamford, CT	6,853	20,000	5,482	1,371	823,386	1.33
Jersey City, NJ	13,173	16,000	10,866	2,307	308,576	1.01
Average	**9,243**	**29,000**	**7,647**	**1,595**	**483,335**	**1.25**
Yonkers, NY	**8,653**	**8,000**	**7,934**	**719**	**76,000**	**.82**

Residential balance on-par with competitive set.

Far fewer office jobs than competitive set

Residential catch-up potential greatest in for-sale product types

Significant dearth of retail – and almost no office-serving retail

Some inequity explained by land area

3. INCREASE DAYTIME EMPLOYMENT
AGGRESSIVE OUTREACH IN KEY INDUSTRY CLUSTERS

Downtown Yonkers should pursue at least **doubling** its daytime private-sector employment base. Doing so will require successful execution of Phase I, as detailed above, as well as an aggressive outreach and recruitment effort coupled with a variety of incentive packages.

Health Sciences	Business Support	Industrial Design	Non Profit	Utilities
• Ambulatory Care • Research and Development • Health Care Management • Residential Care Facilities • Hospitals and or Medical Labs	• Electronic Markets • Professional Services • Administrative and Support Services • Real Estate	• Specialty Trade Contractors • Engineering, Technical Science Services • Specialty Food Manufacturing	• Membership Organizations • Social Assistance • Educational Services	• Transit and ground passenger support • Utilities

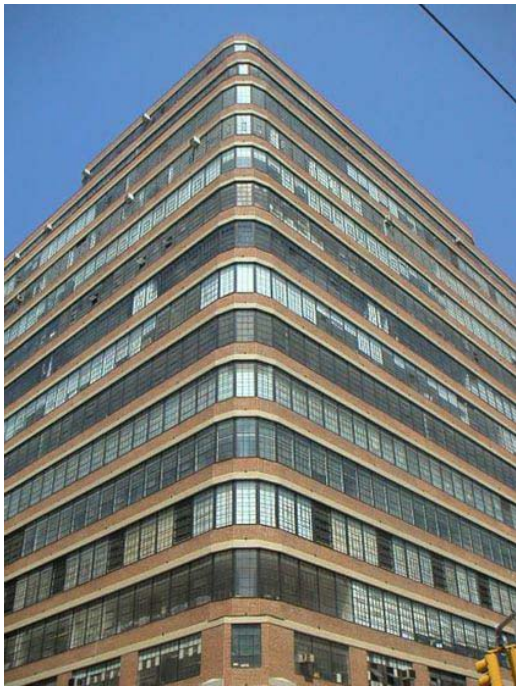
3. INCREASE DAYTIME EMPLOYMENT
AGGRESSIVE OUTREACH IN KEY INDUSTRY CLUSTERS

Downtown Yonkers may be ideally poised to evolve into a “new industrial downtown” – one that merge productive capacities with flexible and technology-driven office functions.

3. INCREASE DAYTIME EMPLOYMENT
INDUSTRIAL BUILDINGS IN A POST-INDUSTRIAL ECONOMY

The Starrett-Lehigh building, bounded by West 26th and 27th streets and 10th and 11th avenues in New York City, rises 19-stories above the Chelsea neighborhood. The brick and concrete, 1.8 million square feet building was originally a warehouse and manufacturing center. Designed to facilitate easy railroad freight access, it contained railroad tracks running into the bottom floors allowing freight to enter from the nearby piers on the Hudson River.

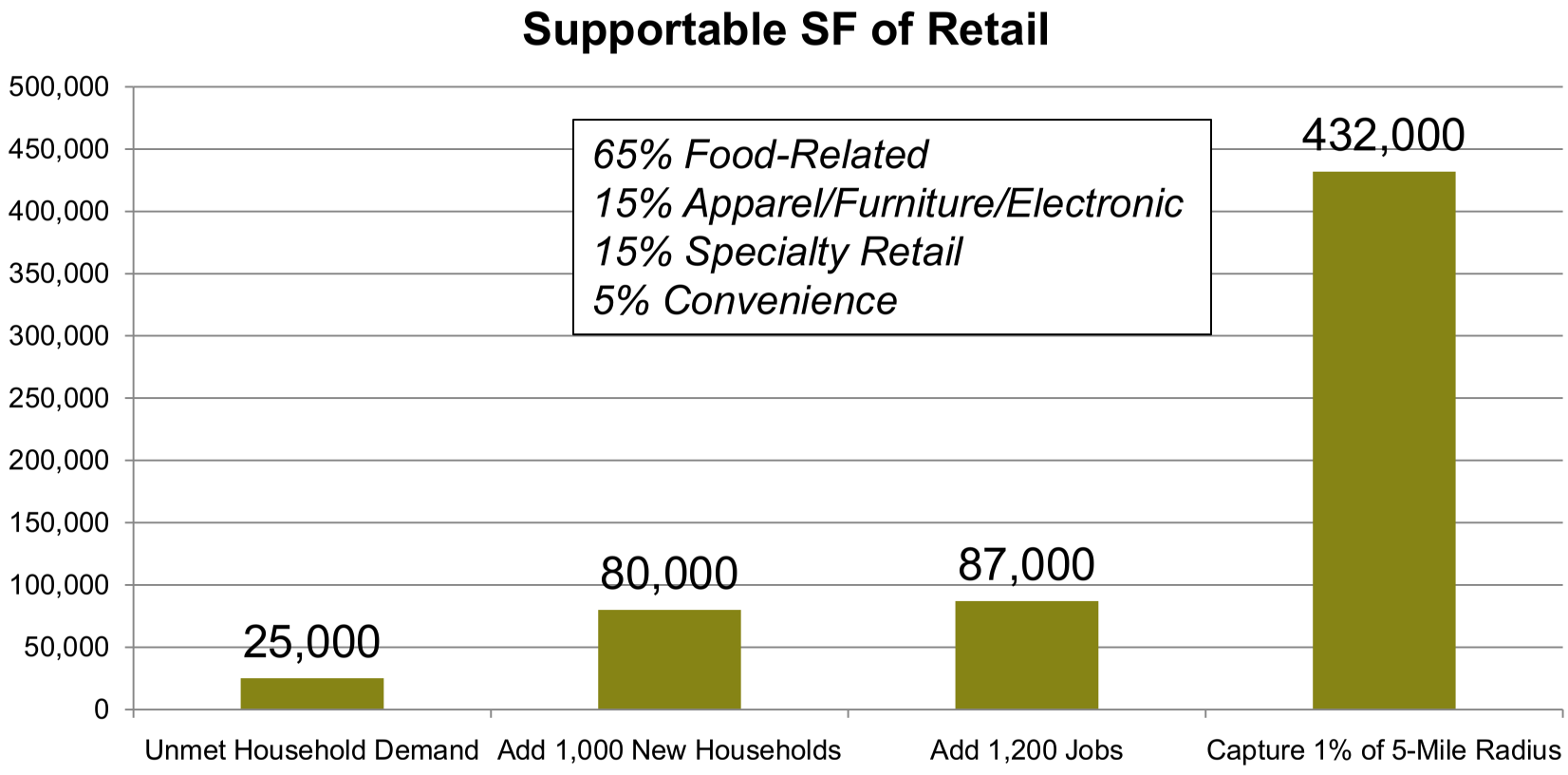
Although it was an innovative building from the outset, it has been redesigned to attract tenants that can afford the $35 to $40 per square foot rents it draws. Only two years prior, rents hovered around $5 per square foot. Improvements financed by a group of investors, 601 West Associates, included a thorough gutting of the building, the addition of a large glass-enclosed lobby, and the installation of T 1 cable wiring throughout. The new office space appeals to businesses that wish to convert and divide up the space to suit their needs. Most of the current tenants are those that have a creative proclivity, like media, dot-com, and fashion companies including Martha Stewart Living Omnimedia, Inc., Concrete Incorporated, and Tommy Hilfiger U.S.A., Inc. A great deal of adjacent land is consumed by utility transportation firms.



4. NEITHER CHICKENS NOR EGGS…
FOCUS ON CAPTURING REGIONAL SPENDING POWER

Downtown Yonkers
Total Spending Power: $233 Million
(2.2% of 5-Mile Radius)

5-Mile Radius
Total Spending Power: ***$10.34 Billion***



4. NEITHER CHICKENS NOR EGGS…
PROSPECT BLOCK AND SFC ARE COMPLEMENTARY USES

The SFC and Prospect Block efforts offer complementary anchors to Downtown enhance the market potential of urban restaurants and retail. These projects should be accelerated because they could have the following effects:

1. Serve as a component of the critically-needed urban entertainment foundational element
2. Give regional households a real reason to travel to downtown Yonkers
3. Provide a compelling reason for new waterfront residents to travel eastward – not only enhancing the viability of downtown storefronts but making possible second-floor residential uses

Critical Concept – ***"Retail Shadow"***

Destination retail developments more often than not improve the overall market economics of nearby in-line or urban format retail.

Existing businesses have an opportunity to capture additional foot/drive-by traffic. Entrepreneurs are enticed by the prospect of capturing demand from retail patrons. The retail that does best in "the shadow" is that which *cannot be provided* in a destination configuration.

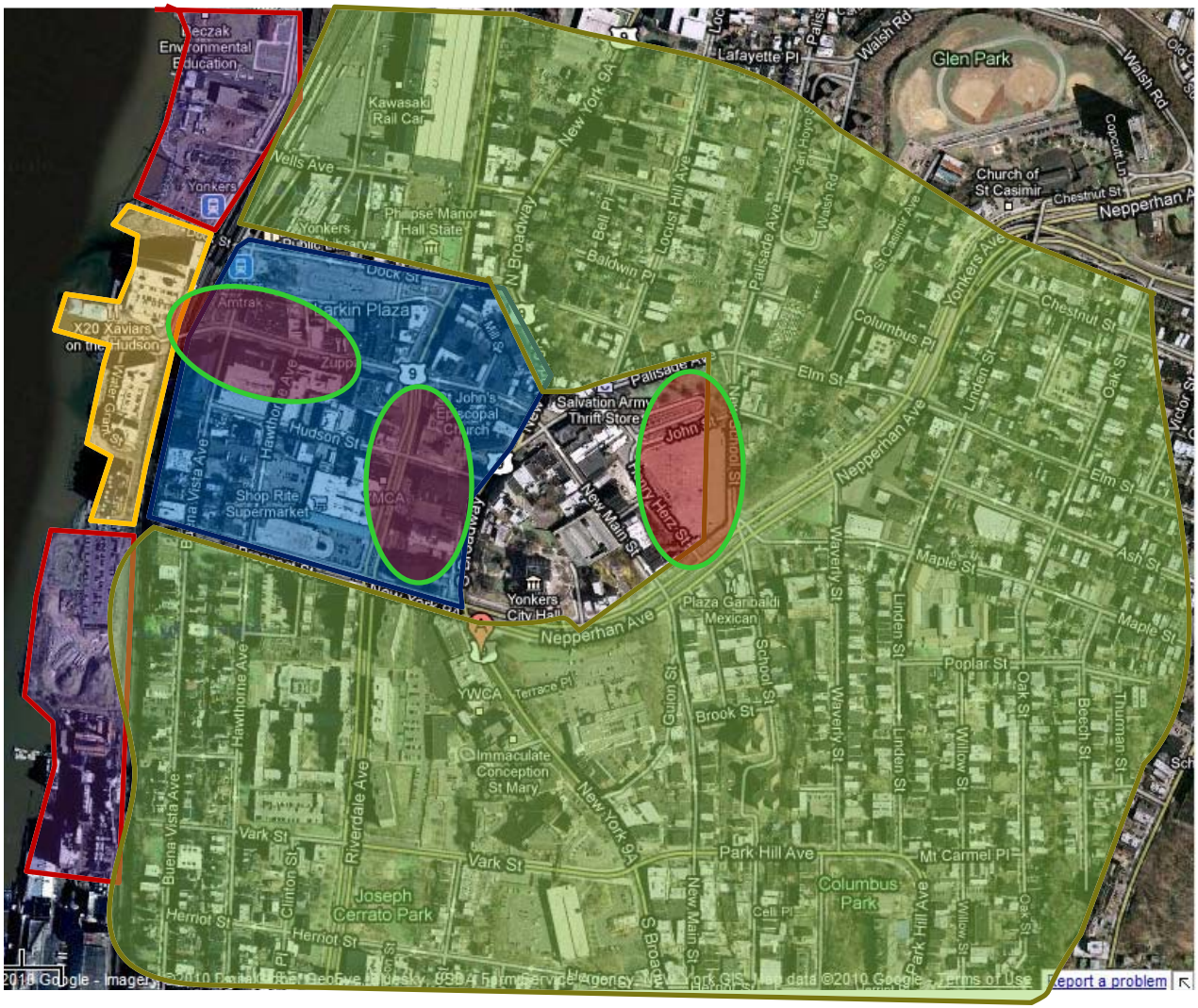
Importantly, more retail downtown might depend on the successful deployment of the above projects or their equivalent, and might be *less* successful without them.

4. NEITHER CHICKENS NOR EGGS
DOWNTOWN PRINCIPLES TO DRIVE RETAIL

1. Embrace (and perfect) SFC/Chicken Island – this is different, and additive, to what will happen in Getty Square/downtown
2. Parking, parking, paking – there's no getting around it if downtown is a destination
3. Many revitalizing downtowns have a nightlife operator/developer pioneer – can we find one
4. Great urban retailers are grown, not born -- city/bid should invest in retail training (and can also facilitate cooperative marketing)
5. City/bid should work with landlords to consider performance-based rents
6. The streetscape matters, a lot – zoning needs to allow retail building to be porous
7. Green space strategy is key – would make the downtown far more usable

5. REDRAW THE REINVESTMENT MAP

CONVINCE NEW RENTERS TO INVEST IN YONKERS



Waterfront
Likely at maximum impact today
Not yet a really exciting place
Goal: Activate the marina and esplanade, Iconic parks, and recreation amenities

Waterfront Shoulder
These should be nice neighborhoods, but are likely to function like the rest of Yonkers – only occasional energy generators for downtown

Urban Mixed-Use
Has the retail today that is needs and deserves
Hard to get to for residents of other Yonkers neighborhoods
Functions like a social services downtown

Reinvestment Areas
Incentivize reinvestment in existing homes, especially as move-up for-sale options for new residents. Downtown needs this area in order to move from office-serving to local-serving retail

Catalytic Sites
Opportunity to locate additional professionally-managed residential communities.

DEVELOPMENT FORECASTS
FOUNDATIONS AND URBAN ENTERTAINMENT CRITICAL

	Commercial (GSF)					Residential (units)	
	Flex/R&D	Professional Office	Medical Office	Educational	Retail	For Rent	For Sale
Non-Intervention	13,300	11,400	7,125	7,600	25,000	250	200
Intervention	257,460	220,680	137,925	147,120	85,000	770	1,270
Aggressive	774,340	663,720	414,825	442,480	432,000	1,150	1,900

Land Use Forecasts in Detail

OFFICE/EMPLOYMENT MARKET FUNDAMENTALS
DOWNTOWN FOR THE "NEXT INDUSTRIAL REVOLUTION"

Current Conditions

Yonkers office largely social service-driven

Excellent building stock for repositioning, boutique users

Affordable occupancies

Critical Issues

Need to embark on targeted recruitment effort

Cumbersome occupancy

Need for incentive funds

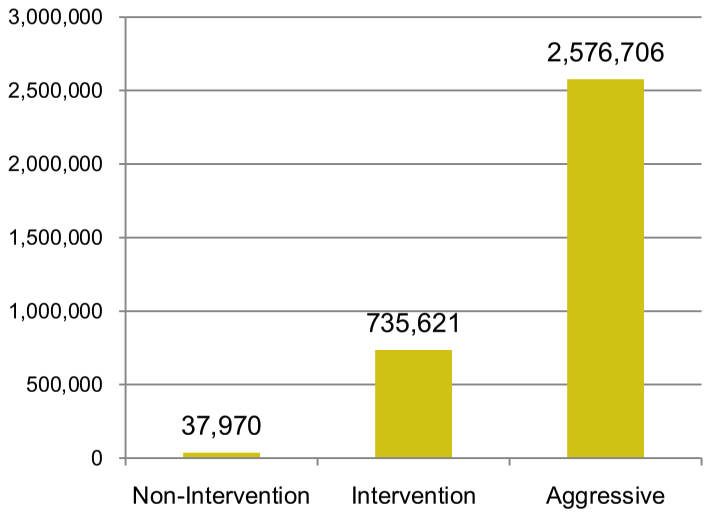
Opportunities

"Next industrial revolution"

Boutique 2nd story office space

Leverage trades and manufacturing strengths

10-Year Forecast New Supportable SF



Downtown Yonkers Target Industry Clusters

HEALTH SCIENCES
- Hospitals
- **Ambulatory Health Care Services**
- **Life Sciences Scientific Research and Development**
- **Health Care Management**
- **Nursing and Residential Care Facilities**

SECONDARY MARKET AND BUSINESS SUPPORT
- **Electronic Markets and Agents/Brokers**
- **Professional and Technical Services**
- Administrative and Support Services
- **Real Estate**

INDUSTRIAL DESIGN
- Food Manufacturing
- **Specialty Trade Contractors**
- **Professional and Technical Services**
- **Miscellaneous Manufacturing**

NON-PROFIT
- **Social Assistance**
- **Membership Organizations & Associations**
- **Educational Services**

RETAIL
- **Electronics and Appliance Stores**
- **Food and Beverage Stores**
- **Health and Personal Care Stores**
- **General Merchandise Stores**
- **Food Services and Drinking Places**
- **Personal and Laundry Services**

UTILITIES
- **Transit and Ground Passenger Transport**
- **Utilities**

ECONOMIC GROWTH CLUSTERS
INDUSTRIES FOR TARGETED INVESTMENT, RECRUITMENT

Specialize Growing in the local market, shrinking in the region	***Capture*** Growing in the local market, growing in the region
Divest Shrinking in the local market, shrinking in the region	***Recruit*** Shrinking in the local market, growing in the region

ECONOMIC GROWTH CLUSTERS
INDUSTRIES FOR TARGETED INVESTMENT, RECRUITMENT

Specialize
Growing in the local market, shrinking in the region

Specialty Trade Contractors
Miscellaneous Manufacturing
Accommodation

Capture
Growing in the local market, growing in the region

Utilities
Electronic Markets and Agents/Brokers
Electronics and Appliance Stores
Food and Beverage Stores
Health and Personal Care Stores
General Merchandise Stores
Transit and Ground Passenger Transport
Real Estate
Professional and Technical Services
Management of Companies and Enterprises
Educational Services
Ambulatory Health Care Services
Nursing and Residential Care Facilities
Social Assistance
Food Services and Drinking Places
Personal and Laundry Services
Membership Organizations & Associations

Divest
Shrinking in the local market, shrinking in the region

70 NAICS Categories, including: durable manufacturing, merchant wholesale, telecom, ISPs, data processing, publishing, etc.

Recruit
Shrinking in the local market, growing in the region

Food Manufacturing
Administrative and Support Services
Hospitals

TARGET INDUSTRY CLUSTERS
SYNERGIES WITH EXISTING STRENGTHS

	CODE	DESCRIPTION
CAPTURE	221	Utilities
	425	Electronic Markets and Agents/Brokers
	443	Electronics and Appliance Stores
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	446	Health and Personal Care Stores
	452	General Merchandise Stores
	485	Transit and Ground Passenger Transport
	531	Real Estate
	541	Professional and Technical Services
	551	Management of Companies and Enterprises
	611	Educational Services
	621	Ambulatory Health Care Services
	623	Nursing and Residential Care Facilities
	624	Social Assistance
	722	Food Services and Drinking Places
	812	Personal and Laundry Services
	813	Membership Organizations & Associations
SPECIALIZE	238	Specialty Trade Contractors
	339	Miscellaneous Manufacturing
	721	Accommodation
RECRUIT	311	Food Manufacturing
	561	Administrative and Support Services
	622	Hospitals

CLUSTER	TYPICAL BUILDING OCCUPANCY
HEALTH SCIENCES	MEDICAL OFFICE AND R & D
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SECONDARY MARKET AND BUSINESS SUPPORT	MULTI-TENANT SPEC/"CREATIVE" OFFICE
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541 Professional and Technical Services	
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531 Real Estate	
INDUSTRIAL DESIGN	RENTAL FLEX/OFFICE SPACE
311 Food Manufacturing	
238 Specialty Trade Contractors	
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NON-PROFIT	PROFESSIONAL OFFICE, FLOOR-SUITES
624 Social Assistance	
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611 Educational Services	
RETAIL	GROUND FLOOR RETAIL
443 Electronics and Appliance Stores	
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UTILITIES	OWNER OCCUPIED INDUSTRIAL/WAREHOUSE
485 Transit and Ground Passenger Transport	
221 Utilities	

RESIDENTIAL MARKET FUNDAMENTALS
A TALE OF TWO DOWNTOWNS

Current Conditions

Infusion of luxury rental along waterfront

Few quality sites remain

Downtown Yonkers attractive to commuters

Critical Issues

Rental growth limited by sites, proximity to rail

"Connecting the dots"

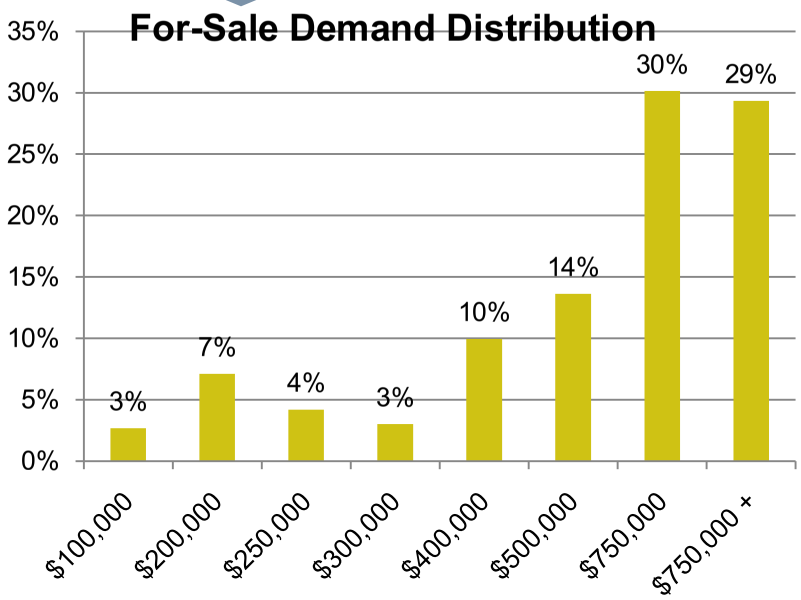
Conversion to ownership

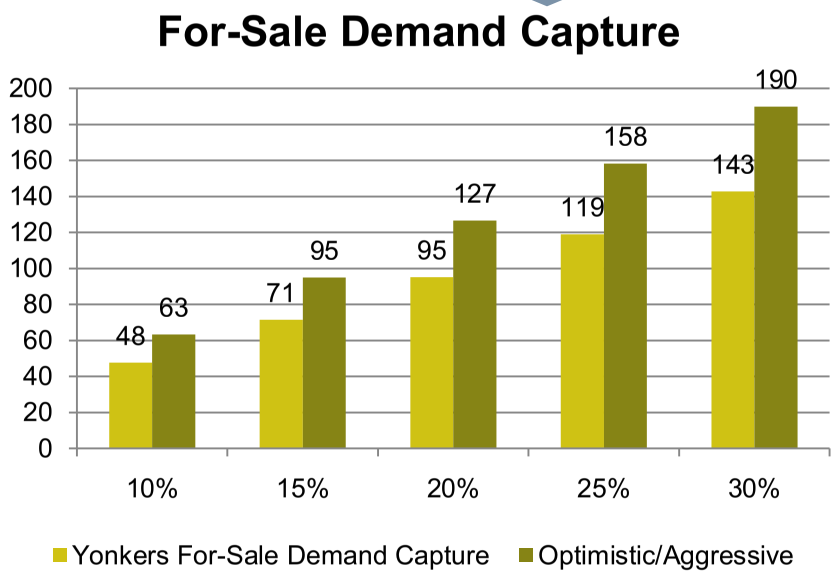
Opportunities

Incentivize 2nd/3rd floor rental conversions

Accelerate investment in adjacent SF stock

Push to "Buy Yonkers"





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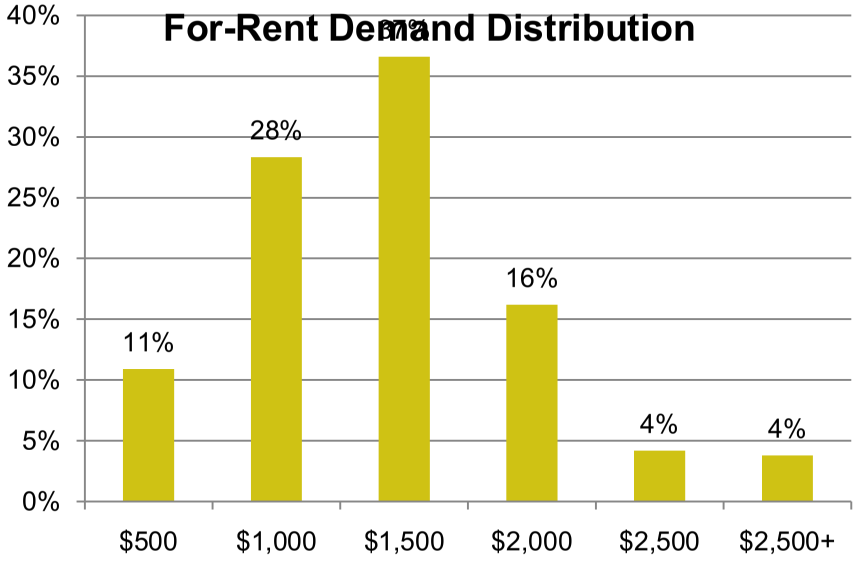

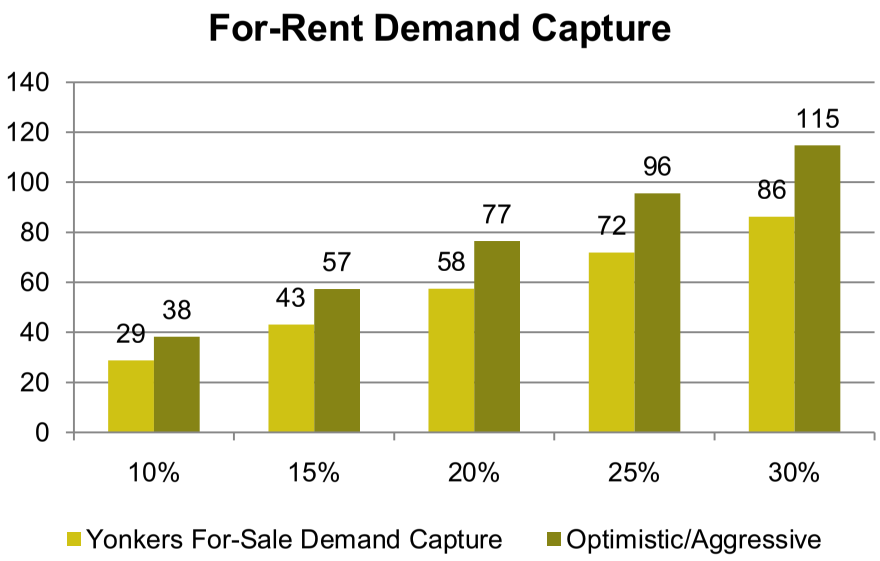

RETAIL MARKET FUNDAMENTALS
BREAK OUT OF CHICKEN AND EGG CYCLE

Current Conditions

Retail mix reflects supporting demand from local households

Limited office-serving retail environs

Limited "urban entertainment"

Critical Issues

Will need to subsidize all retail classes in near-term

Solve for office-serving retail mix that can co-exist with ethnic stores and small businesses

Opportunities

Chicken Island redevelopment

Cheap rents, available space

Unmet daytime demand

Expedite permitting process

Potential Retail Expansion Opportunities in Downtown Yonkers

RETAIL OPPORTUNITY CLUSTERS

443 Electronics and Appliance Stores

445 Food and Beverage Stores

446 Health and Personal Care Stores

452 General Merchandise Stores

722 Food Services and Drinking Places

812 Personal and Laundry Services

Key Success Concepts

1. Conceptualize retail as a loss leader that makes other uses possible
2. Main Street as a venue for retail that can't/won't happen at Chicken Island
3. "Urban Entertainment" is key – cabarets, music venues, bars, restaurants. Yonkers has to be fun again.
4. Can Yonkers identify an urban entertainment mogul?

STRONG RETAIL UPSIDE POTENTIAL

EXISTING BUSINESSES WILL BENEFIT AND NEW ONES WILL OPEN

- Downtown Yonkers has the appropriate mix of retail given the market positioning of the downtown as well as the executed trade area for retailers.

- Unmet demand unlikely to justify new store construction

- Will require at least 3,000 (and likely much more) households before new retail development is supportable.

Store Category	Downtown Yonkers Sales	Additional Potential Sales
Computer & Software Stores	$227,000	$920,000
Hardware Stores	$265,000	$674,000
Men's Clothing Stores	$0	$650,000
Children and Family Clothing	$0	$1,240,000
Shoe Stores	$1,860,000	$529,000
Hobby, Toy & Game Stores	$88,260	$865,000
Sporting Goods	$0	$1,304,000
Book Stores	$0	$858,000
Office Supplies, Stationery, Gifts	$690,000	$1,258,000
Radio, Television, Electronics Stores	$2,026,000	$1,125,000
Drinking Places (Clubs & Bars)	$726,000	$523,000

STRONG RETAIL UPSIDE POTENTIAL

EXISTING BUSINESSES WILL BENEFIT AND NEW ONES WILL OPEN

When including meals, on average, spending by office workers can yield $3,000 per office worker per year in spending.

If Downtown Yonkers achieves mid-range results from intervention strategy, this means an additional 11,000 office jobs in Downtown.

With as many as 11,000 office jobs spending $3,000 per worker, this $38M in annual spending suggests potential support for an additional **87,000 SF** of office-oriented retail in the Downtown alone.

This means that office-driven retail demand can drive 3x the potential pent up demand from existing households.

Category	Percent of Workers Purchasing…
Any Purchase	58%
Groceries	37%
Snacks/Incidentals	33%
Personal Care/Drug	31%
Apparel/Accessories	27%
Home Items	22%
Gifts/Cards	21%
Sports/Toys/Electronics	20%
Newspapers/Magazines	15%
Cosmetics/Perfume	10%

Source: ICSC, 2004

WESTCHESTER COUNTY DOWNTOWNS
SUMMARY OF COMPARISONS

	Rental Units	For Sale Units	Office Employment	Edge Conditions	Retail	Retail (GLA)	Area (Sq. Miles)
White Plains	4,400	1,780	36,000	Executive Housing	Office-Serving and Commodity Retail	2,495,000	.83
Bronxville	300	570	2,500	Executive Housing	Boutique, Specialty, Home & Garden, Auto Servicing	Minimal	.17
Port Chester	2,200	600	4,600	I-95 Corridor, Variety of Housing	Destination Retail	814,000	.81
New Rochelle	2,460	475	5,100	I-95, Workforce Housing	Destination Retail and Commodity Retail	546,000	.51
Yonkers	7,934	719	8,000	Hudson/MetroNorth, Workforce Housing	Commodity Retail	77,000	1.25

Summary: Comparable downtowns in Westchester County all maintain a combination of "commodity/service" retail and office-serving retail. Case studies do have more deliberate horizontal integration of new residential/commercial uses within the historic downtown fabric, and have at the very least encouraged the development and redevelopment of second-story uses. Importantly, these downtowns have embraced a mix of "older" retail alongside new boutique/office-serving retail, and in the case of Port Chester and New Rochelle, supported both alongside new destination retail projects (New Roc City, The Waterfront).

Key Implications and Recommendations

ECONOMIC GROWTH CLUSTERS
INDUSTRIES FOR TARGETED INVESTMENT, RECRUITMENT

Specialize
Growing in the local market, shrinking in the region

Specialty Trade Contractors
Miscellaneous Manufacturing
Accommodation

Capture
Growing in the local market, growing in the region

Utilities
Electronic Markets and Agents/Brokers
Electronics and Appliance Stores
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Ambulatory Health Care Services
Nursing and Residential Care Facilities
Social Assistance
Food Services and Drinking Places
Personal and Laundry Services
Membership Organizations & Associations

Divest
Shrinking in the local market, shrinking in the region

70 NAICS Categories, including: durable manufacturing, merchant wholesale, telecom, ISPs, data processing, publishing, etc.

Recruit
Shrinking in the local market, growing in the region

Food Manufacturing
Administrative and Support Services
Hospitals

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SYNERGIES WITH EXISTING STRENGTHS

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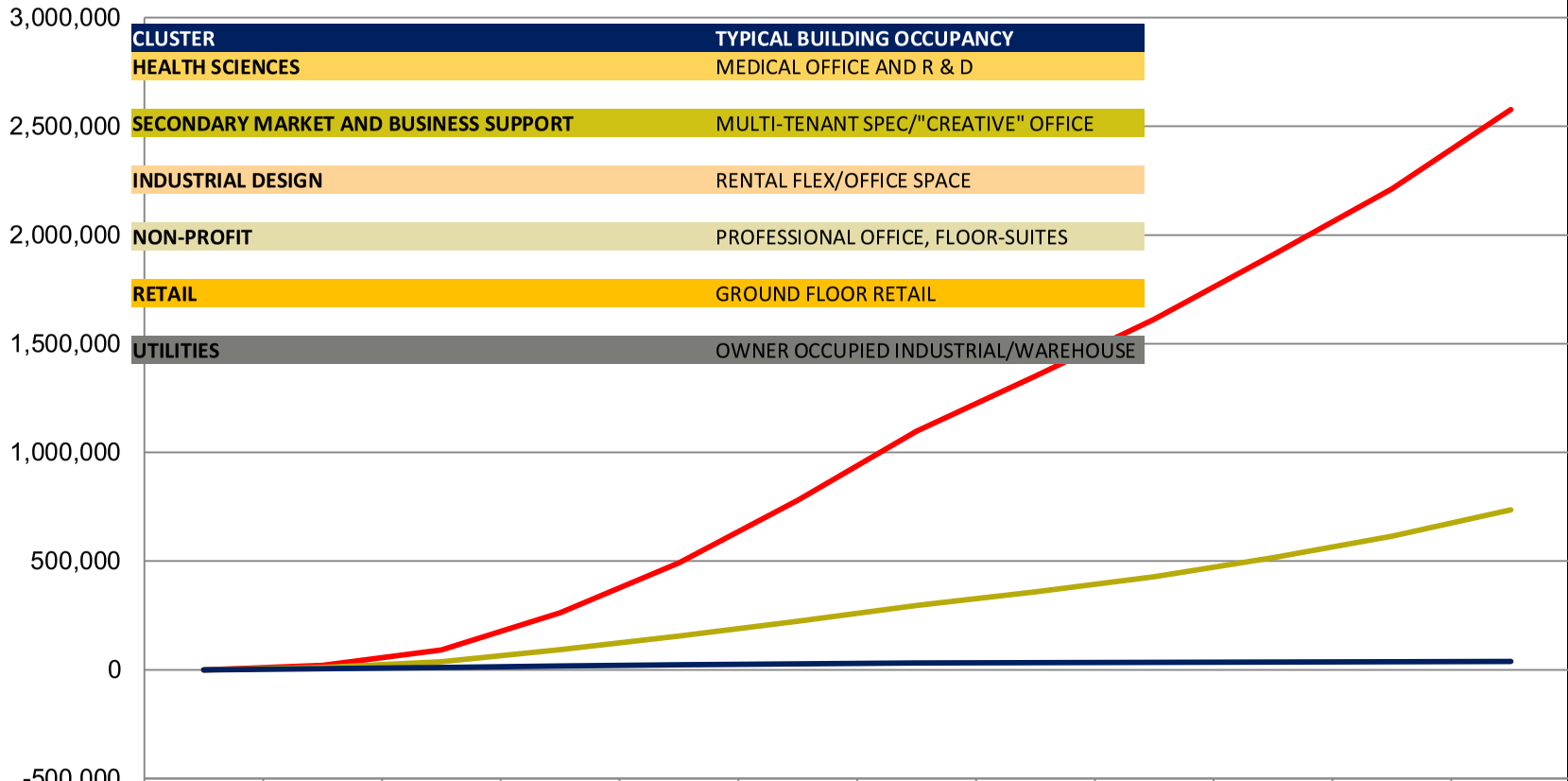
COMMERCIAL GROWTH STRATEGY
INCREASE CAPTURE RATE TO GET BIG RESULTS

Supportable Square Feet of New Office/Commercial



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Aggressive Scenario	-4	20,891	90,981	261,876	492,752	780,706	1,097,945	1,351,007	1,612,350	1,908,569	2,212,415	2,576,706
Intervention Scenario	-4	10,503	37,642	92,447	155,381	222,920	295,237	357,959	428,574	515,991	614,058	735,621
Non-Intervention Scenario	-4	4,294	10,350	17,855	23,495	27,622	30,721	32,646	34,221	35,658	36,856	37,970

STRONG RETAIL UPSIDE POTENTIAL

EXISTING BUSINESSES WILL BENEFIT AND NEW ONES WILL OPEN

- Opportunity for existing retail and restaurants to capture more of area expenditures

- Also an opportunity for new stores/restaurants to enter the marketplace – will not cannibalize existing businesses

- The sales potential to the right indicate unmet demand for appx. 25,000 SF of soft goods even today. This number will only increase as more businesses and households are added to the mix.

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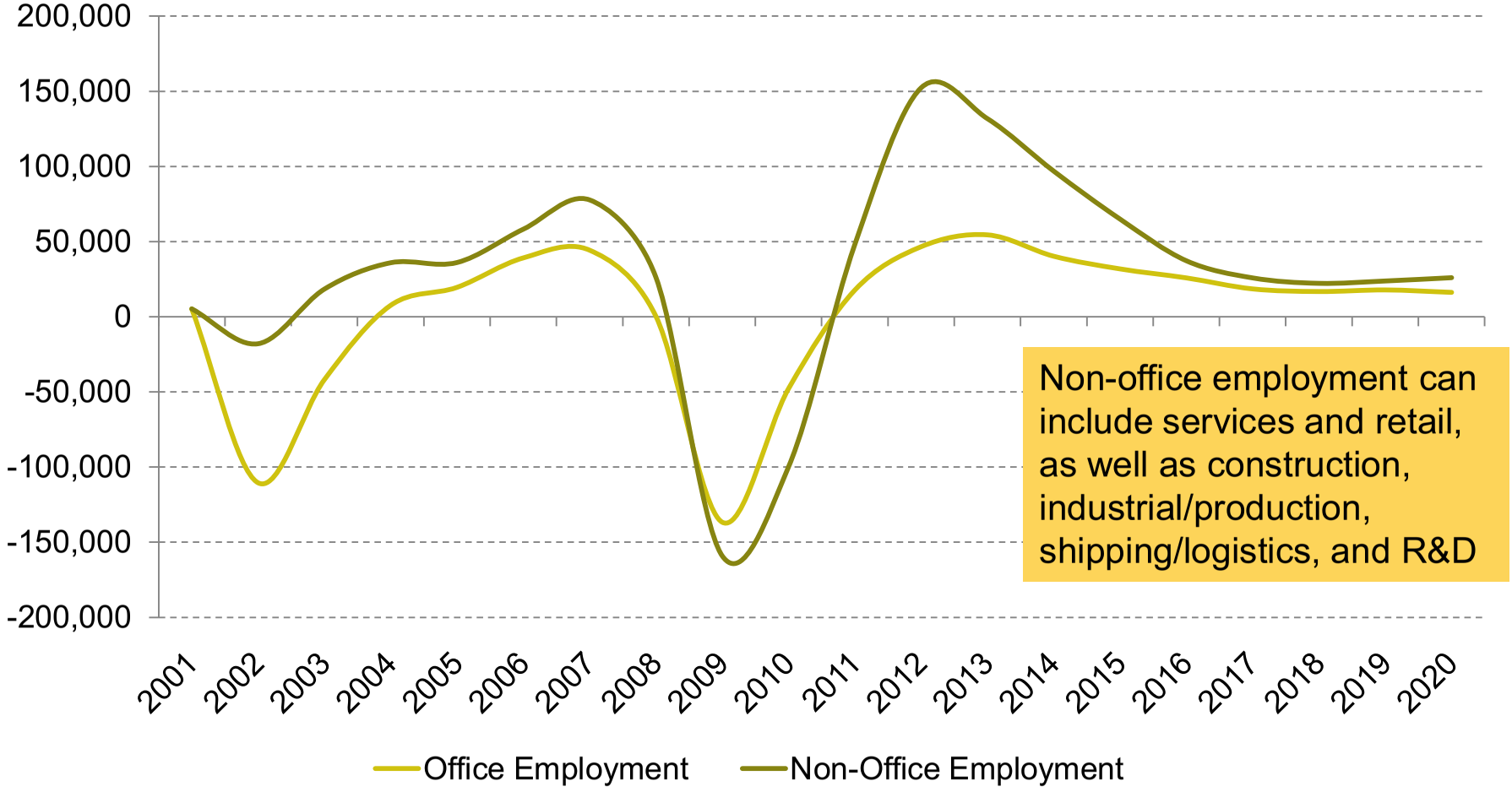
Economic and Demographic Context

REGIONAL JOBS RECOVERY - LOOK FOR 50k+ JOBS/YR

NEAR-TERM RECOVERY IN NON-OFFICE EMPLOYMENT

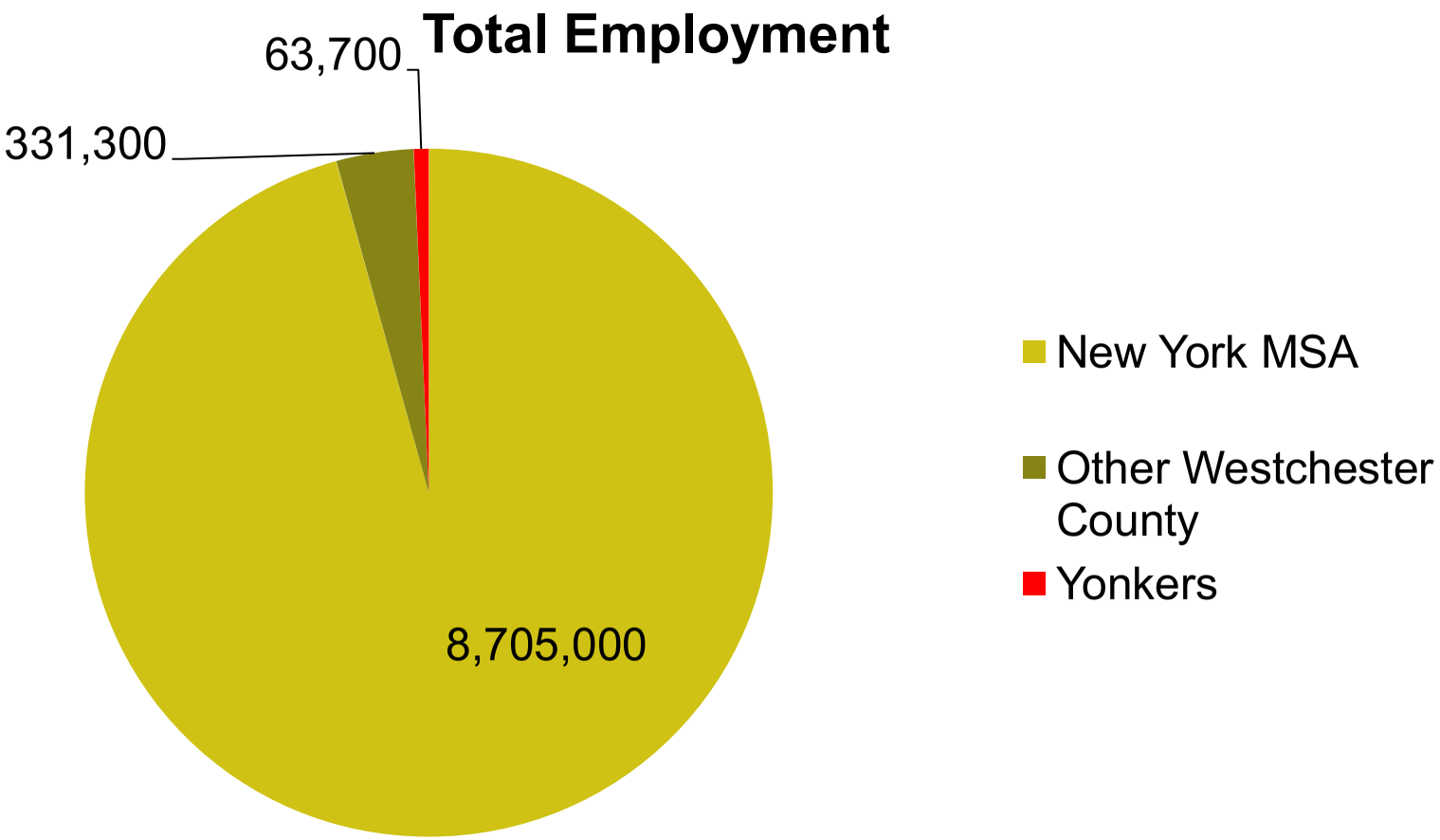
Annual Job Growth, Historical and Projected
NY MSA, *2001 - 2020*



Non-office employment can include services and retail, as well as construction, industrial/production, shipping/logistics, and R&D

OFFICE MARKET FUNDAMENTALS

YONKERS ACCOUNTS FOR 1% OF MSA, 20% OF COUNTY



OFFICE MARKET FUNDAMENTALS

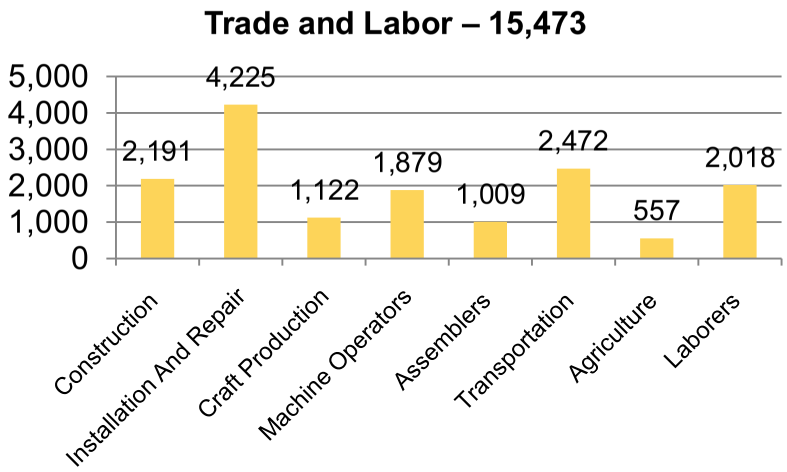
CORE ECONOMY MORE DIVERSE THAN OLD DOWNTOWNS

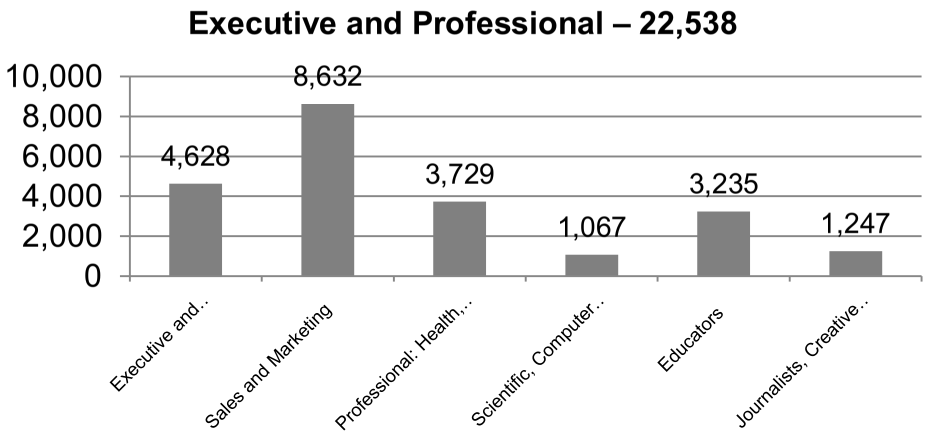
Employment Category	# of Jobs
Retail Trade	14,057
Finance, Insurance, Real Estate	4,184
Services	25,388
Agriculture & Natural Resources	304
Resource Extraction	19
Construction	2,807
Manufacturing	6,308
Transport, Communication, Utilities	3,503
Wholesale Trade	3,252
Government	3,948

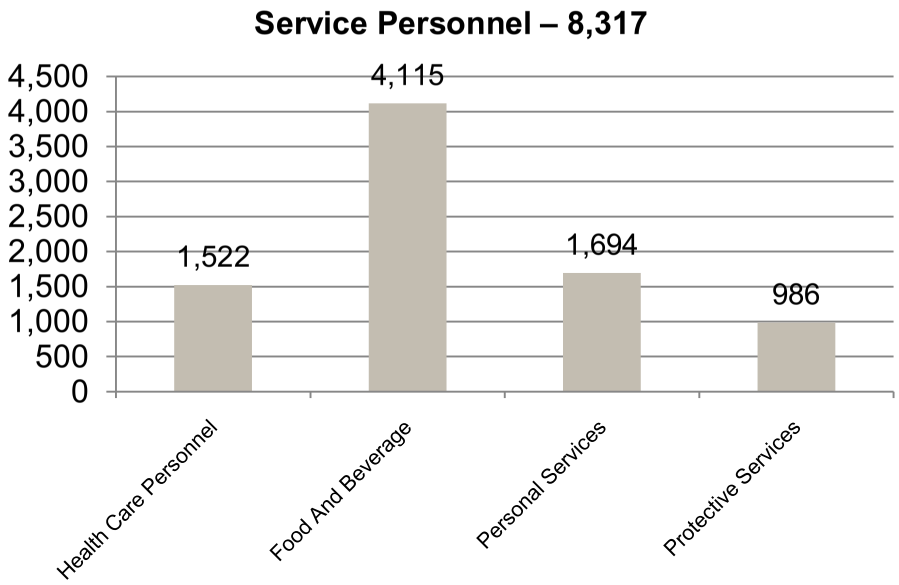
Services (Total)	25,388
Hotel/other lodging	166
Personal services	2,453
Business services	3,171
Amusement	1,464
Health services	8,577
Legal services	516
Educational services	5,103
Social services	1,760
Misc/nonclassified	2,178

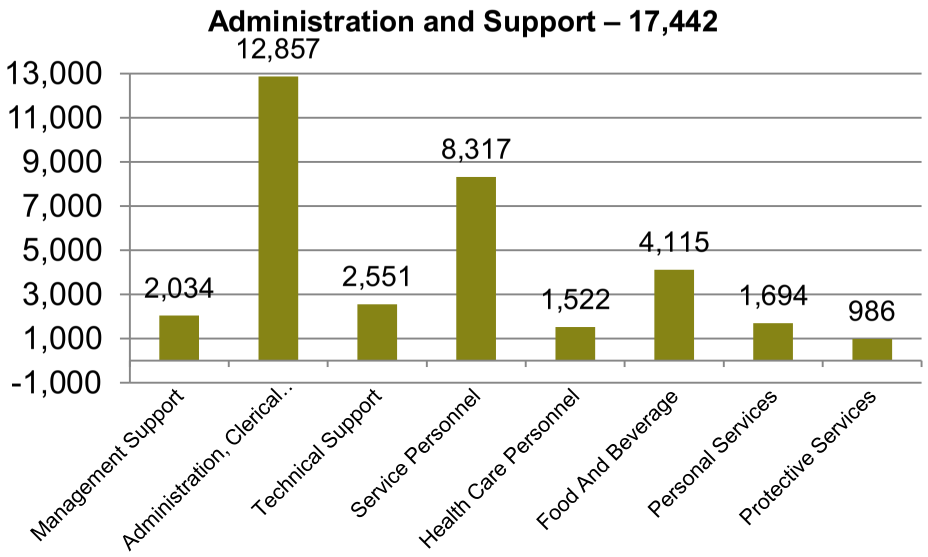
YONKERS OFFICE MARKET FUNDAMENTALS

63,770 JOBS – CORE OF "NEW INDUSTRIAL" DOWNTOWN



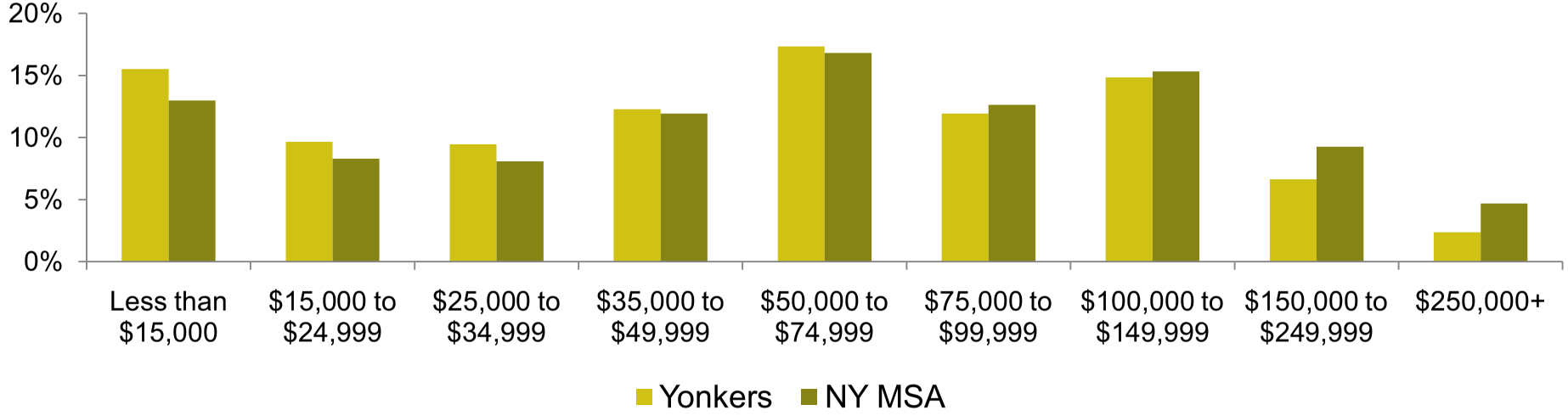




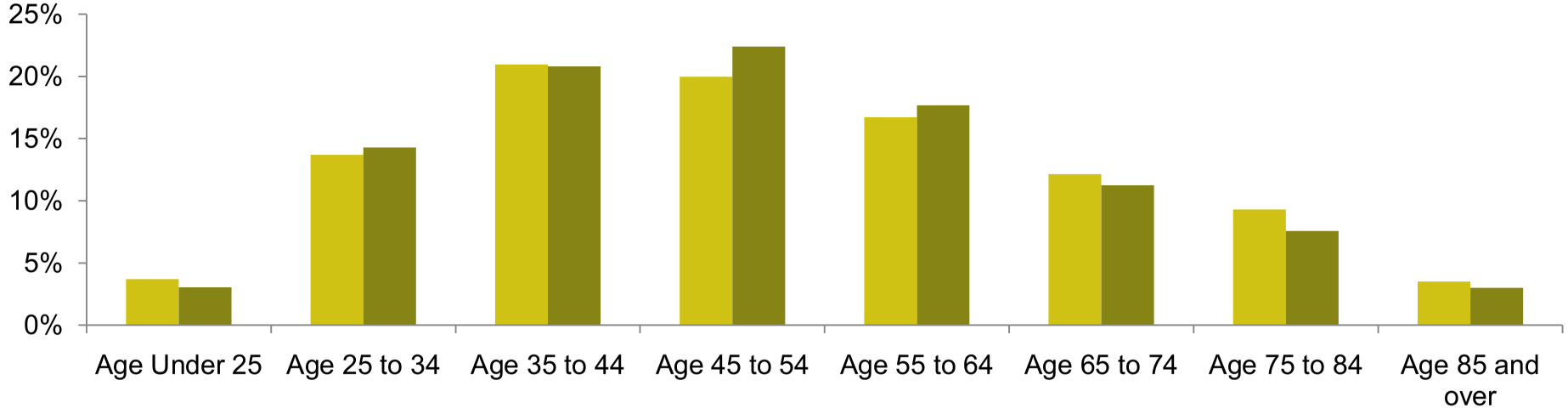


HOUSEHOLD INCOMES BELOW MSA AS A WHOLE
AGE DISTRIBUTION IN-LINE WITH METRO AREA

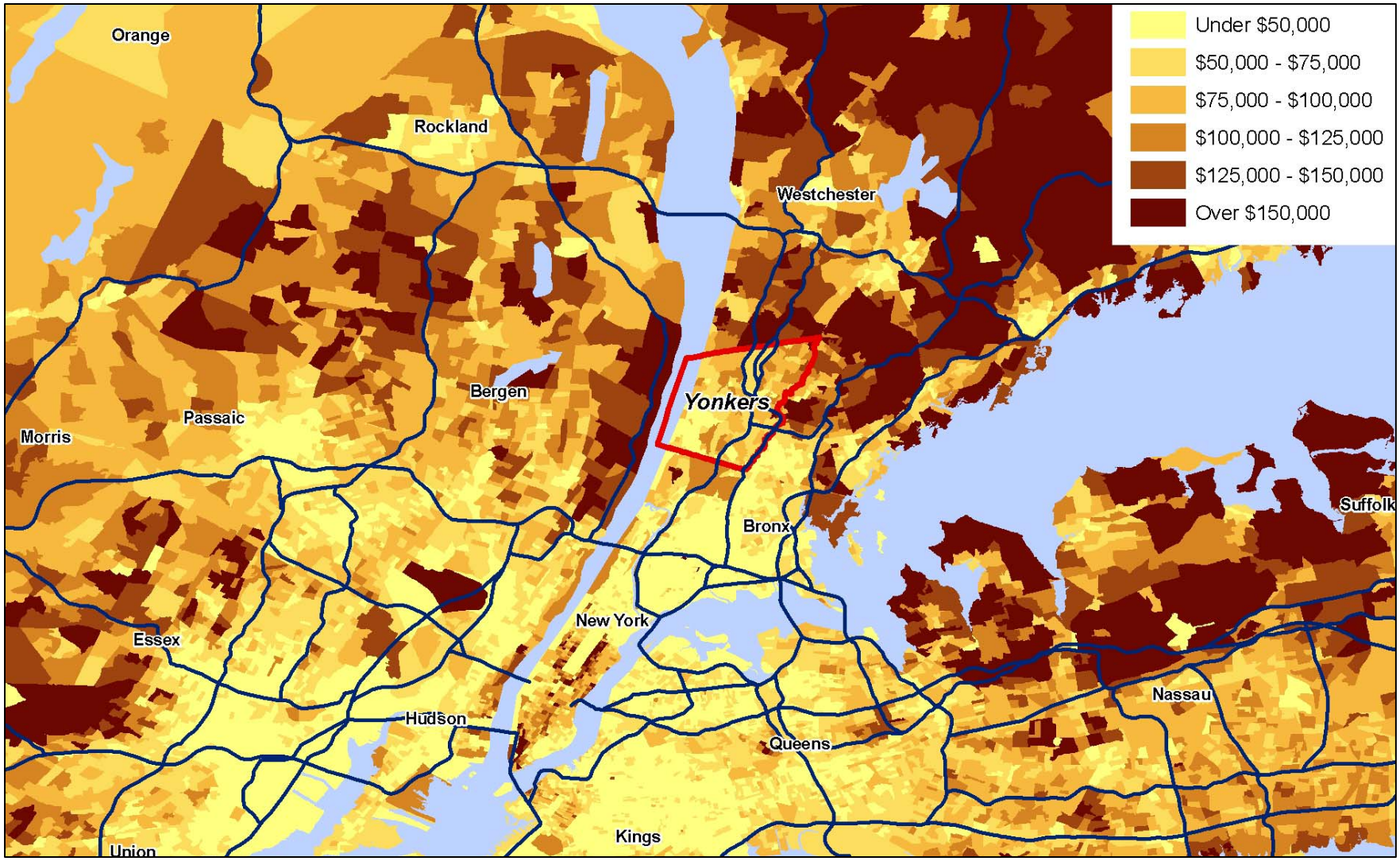
Distribution of Yonkers Households by Income Range, *2009*



Distribution of Yonkers Households by Age of Head of Household, *2009*



INCREASED HOUSEHOLD GROWTH THROUGH 2014
GROWTH POTENTIALLY LIMITED BY SUPPLY

Annual Household Growth Rate, Historical and Projected
City of Yonkers and New York MSA

"WORKFORCE" INCOME BASE
SUGGESTS "DEMAND IMPORT" MODEL FOR GROWTH