

To the Board of Trustees of the Village of Mamaroneck  
123 Mamaroneck Ave.,  
Mamaroneck, NY 10543

January 28, 2016

**Executive Summary of the Real Estate Market Analysis and Redevelopment Plan of the Industrial Area**

In a world that is defined more by Google than Ford Motors, what is the future of established Industrial Areas? This is the question that the Village decided to consider when it commissioned the Real Estate Market Analysis and Redevelopment Plan of the Industrial Area (the Plan). The intent of the Plan is to layout a vision for the Village of Mamaroneck's 70-acre Industrial Area to reflect the values and aspirations laid out in the "2012 Comprehensive Plan - Quality of Life, Small-Town Character Diversity, and a Healthy Environment", as well as, support existing businesses and attract new ones and to distinguish itself from previous studies conducted.

Throughout the comprehensive and participatory planning process, the Industrial Area Committee (IAC) on behalf of the Village, engaged stakeholders and experts to craft, vet, and refine the Plan for the Industrial Area. This process reinforced the original goals, and also gave insights on the actions that would be needed to create a better tomorrow for Industrial Area stakeholders and all residents of the Village. To ensure that the Plan is achievable each aspect is supported by empirical data and rigorous analysis at multiple scales (at the parcel, the district, and the regional level).

This analysis revealed that today the Industrial District is a working manufacturing district and an essential part of the Village's economy; based on this reality, the Plan celebrates the Industrial Area's strengths:

- An engaged and active local business community;
- Excellent access to transit (in particular to the Metro North and I-95 Corridor);
- Strong communication infrastructure;
- Affordable real estate opportunities; and
- Approximately 700,000 square feet of new development opportunity.

Market research indicates that these strengths are appealing to traditional industries and to the emergent new businesses of the 21<sup>st</sup> Century. For example, the Industrial Area can be a regional hub for industries that are being priced out of other markets, such as the rapidly growing artisanal food sector. The artisanal food sector is typified by small businesses seeking affordable and well-connected locations as a means to gain competitive advantage. There is also demand data that suggests an opportunity for locating synergistic uses in the Industrial Area such as co-working offices, art-based spaces; sports and recreational facilities; food and entertainment establishments. Many of these uses have peak hours of operation complementary to the traditional work schedule of light industrial businesses, hence, naturally avoiding gridlock within the vicinity.

Beyond suggesting business retention and recruitment strategies, the Plan proposes a series of tactical interventions - design concepts - that are intended to increase the economic, social, cultural and ecological capital of the Village. The mechanisms to

actualize these concepts range from physical improvements, regulatory modifications (in particular zoning rules) choreographed special events. All of these are meant to promote the Industrial Area as a good place to do business, as well as, improve the daily experience for all the Industrial Area's stakeholders and villagers. The Plan also recognizes the need to build early excitement and draw attention to the Industrial Area's potential right now; therefore the Plan recommends action on several concepts that are quick and low cost. These concepts can be realized with minimal capital expenditure and in a short-time frame. An example of this is the planning for food truck fairs in collaboration with existing business enterprises to create synergies and increase market exposure district wide.

The Plan's concepts, forty in all, are organized into an Implementation Matrix that outlines specific actions needed, parties responsible, and a timeframe for implementing each one. A few of the key concepts listed in the Implementation Matrix are:

- **Gateways** (*Social 002*) – Mark the eastern and western entries into the Industrial Area along Fenimore Road as a means to create a district identity. This aspect will contribute to a larger district wide branding and marketing effort.
- **Healthy Mix of Uses** (*Physical 001A*) – Create a heart to the district by encouraging commercial and industrial uses to mix along Waverly Avenue between Fenimore Road and Ogden Avenue. Additionally, strengthen the link of the Industrial Area to the rest of the Village by allowing commercial and industrial uses to mix along Hoyt Avenue. These actions will support more services and enliven the daily village experience.
- **Open Space Buffer** (*Natural 001A & B*) – Buffer the Washingtonville neighborhood and residential area to the south of Rockland Avenue by creating a green space along the Sheldrake River that branches down Rockland Avenue. This is intended to reduce through traffic, provide open space and lessen noise pollution, while providing a natural flood control area. The buffer zones also links to a proposed Greenway along the Sheldrake River.
- **Resiliency** (*Natural 002 & 003*) – Lessen the potential impact from storm related flooding by implementing storm water management systems in the public realm such as a 'below ground - rainwater capture and discharge system' at the Industrial's Area's lowest spot - the intersection of Hoyt Avenue and Fenimore Road.

When fully realized the Plan will transform the Industrial Area into a place that retains aspects of the industrial character while retaining current industrial jobs, attracting 21<sup>st</sup> century industrial uses and co-locating complementary land uses. The commercial dynamism of the district will become resilient and expand beyond today's regular working hours to include new businesses that will enliven the district from later afternoon to well into the evening and weekends. The Industrial area will have an improved public realm and profile with the addition of open space; more services and amenities; better hard and soft infrastructure; and calmer traffic.

It is important to note that the Redevelopment Plan of the Industrial Area is one possible vision of the future. Things change, and no plan can predict exactly how. The Plan is structured to set a clear path and framework, but at the same time be flexible enough to weather the inevitable changes that the future will bring. In other words, it is structured to accommodate the unavoidable changes to business, capitalize on opportunities that cannot be foreseen today, and be amended to address new real estate market forces. In the end, the Plan aspires to be a vision that will guide the Industrial Area to reach its fullest potential in our rapidly changing world and increase the likelihood of achieving economic and environmental longevity.