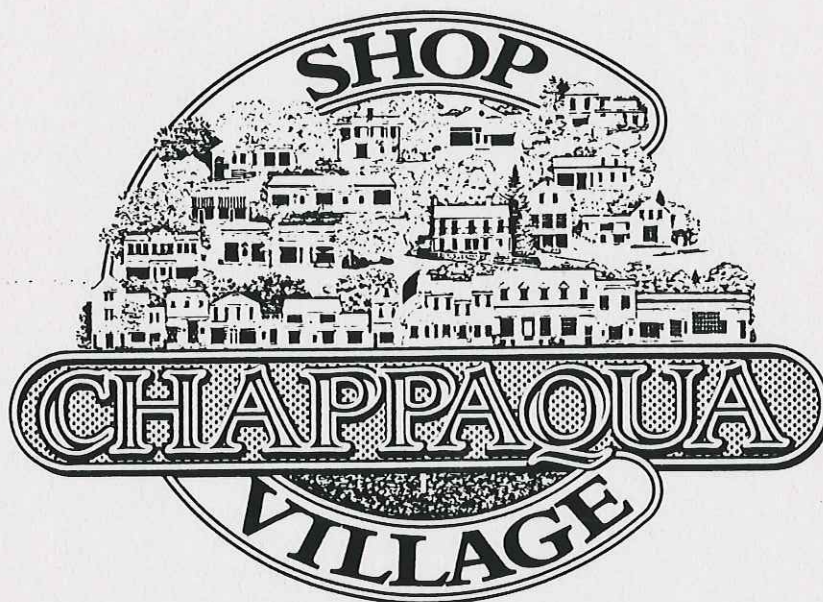


Chappaqua "Village" Action Plan



Prepared for:

New Castle Downtown Revitalization Task Force

March, 1998

Prepared By:

**Ralph DiBart & Associates
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Scarsdale, New York 10583**

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Chappaqua "Village"

New Castle

Downtown Revitalization Task Force

Final Report - (Working Draft)

PREFACE

The Chappaqua business district is the social and business heart of a community concerned about its future. Made up of a vibrant collection of stores, businesses, restaurants, service establishments, and community facilities, in recent years this district has suffered as automobile use and competing retail development increased.

In response to community concerns about Chappaqua, the larger of New Castle's two retail centers, the Town Board convened a Downtown Revitalization Task Force to seek counsel from businesses, property owners, Town officials, and concerned residents. In 1997 a consultant, Ralph DiBart & Associates, was retained to facilitate discussion and to provide independent professional analysis evaluating problems and issues that the community perceived as threatening the long term viability of their downtown.

This plan organizes the substance of these discussions into a coherent, strategic framework for continued community deliberation and action.

I.0 PURPOSE OF STUDY

The Chappaqua business district is central to life in New Castle. It provides the community with convenient access to basic goods and services. It serves as a commuter link to New York City. Major community institutions are located here. It provides a meeting place for residents and is the one public spot frequented by visitors and potential new homeowners in a residential community that otherwise prizes it's rural privacy.

Although the local downtown for a quiet bedroom community, Chappaqua's economic health and survival are subject to outside realities. Economic cycles and lifestyle changes affecting how people live, shop and conduct business are re-defining small retail districts. Despite its affluent market area, Chappaqua is no exception.

As economic and social changes began to affect the economic health, physical appearance, and public perception of Chappaqua, the Town and community rallied. They realized that a commercial district is comprised of numerous private and public decision makers -- property owners and merchants, government officials and residents, and of course shoppers and visitors. Since the structure of a business district is the product of their numerous independent decisions, change can only occur through directing these decisions toward common goals.

To create these goals, the Town convened the Downtown Revitalization Task Force to hold a community dialogue on the future of downtown and to assess its needs and potential.

1.1 Downtown Revitalization Task Force

The New Castle Downtown Revitalization Task Force, an advisory committee convened by the Town Board, is comprised of landlords, business owners, concerned citizens, and representatives from various organizations that have a particular interest in downtown and its future.

This Task Force provides a forum for community discussion forming the basis for a strategy for revitalization initiatives. During 1997, the Task Force met frequently to discuss their vision for downtown, to identify specific problems, and to recommend strategies for its revitalization. To encourage participation, the structure of this board remained informal, yet serious attention was given to it's work.

In order to structure the Task Force's work sessions, and to summarize its major conclusions and ideas, the Consultant worked with its various committees. In addition to formal work with the Task Force, the Consultant met with selected individual Town officials, community members, and business and property owners, and conducted his own independent research.

1.2 Major Concerns

Initial Task Force discussions and downtown site visits coalesced local concerns regarding the Chappaqua business district into five topics for specific consideration. These themes became the basis for the work of the Task Force.

These topics are:

- Market Area
- Community Character
- Physical Environment
- Retail Identity
- Critical Mass

In order to pursue these themes in greater detail, the Task Force broke into smaller working committees. These included the Marketing, Beautification, Promotion, Sanitation, Urban Design RFP, and Retail Mix committees. Findings from these committees are included in the following discussion.

2.0 MARKET AREA

Chappaqua is in a highly competitive retail marketplace and depends extensively on loyal shopper support from the surrounding residential community which, while affluent, is both sparsely populated and highly mobile with easy access to competing retail areas. Chappaqua therefore needs to continually find ways to attract and keep people downtown and to position itself as the meeting place, or focal point, for this community.

2.1 Discussion

A retail center is a product of supply and demand; it provides goods and services for sale to the surrounding market area. Its existence depends on shoppers' purchase of these goods and services. Although a downtown business district also serves as the living room of the community, a place where neighbors can meet and come together for a variety of civic and community purposes, its livelihood remains commerce.

Central to a downtown are the dynamics of the market area from which it draws shoppers and in which it must compete. There are two basic criteria that determine the economic viability of a downtown.

- The supply criteria -- the attractiveness of its retail setting and the goods and services it's stores offer, compared to other competing stores accessible to market area residents.
- The demand criteria -- its market area's average household disposable income and housing density.

New Castle, in northern Westchester, is a highly affluent bedroom community, with a mobile population and a large percentage of households with young children. Comprised of large lot, single family neighborhoods, it remains a community noted for its natural landscape and rural character, yet is within easy access to many shopping areas. It's family oriented demographic profile offers a very desirable market for the stores that exist in Chappaqua which in turn provide many of the types of high quality goods and services that are in demand by this community.

Although the average household disposable income in New Castle is significant, it's households are dispersed over a large geographic area resulting in relatively low density. This limited number of households results in a finite demand for basic retail goods and services, despite New Castle's notable average household income. At one Task Force work session the relationship between New Castle's disposable household income and its housing density was examined: both were found to be critical.

Analysis showed that a community with less than half, (44%), of New Castle's average household income, but twice as many households, had less (89%) total income than New Castle. Yet this denser, less affluent community spent more total dollars, (119%), for retail goods and services than does New Castle. This total expenditure differential was greatest for basic food and necessities. Although the more affluent New Castle spent only slightly more total dollars (less than 5%) for comparison goods and services such as clothing and furniture, the denser, less affluent community spent considerably more total dollars (greater than 40%) for basic retail goods and services, such as food, household goods and services, and drugstore items.

Furthermore, given the mobility of New Castle residents and extensive nearby shopping opportunities, competition for these sales is intense. As a result of it's dispersed, large lot development pattern, many New Castle neighborhoods are closer to competing retail areas outside New Castle, then they are to Chappaqua. New Castle residents live near local retail areas in Pleasantville, Briarcliff Manor, Thornwood, Ossining, and Croton-on-Hudson as well as Mount Kisco, Bedford and Katonah.

They are also a highly mobile population with access to major retail areas such as those in White Plains and Danbury. New Castle commuters easily shop New York City stores. The competition for both daily convenience shopping goods, as well as comparison items, is fierce; it has become more intense with new retail development such as suburban strip mall development along Route 117, Route 202, and Route 6 and new shopping centers such as The Westchester in White Plains.

Chappaqua retail stores therefore must capture a relatively high percentage of shopping dollars from the households in nearby surrounding residential neighborhoods, as well as some sales from shoppers who reside further away.

2.2 Objective

Chappaqua must aggressively market itself both locally and regionally as an inviting shopping area offering an appealing selection of high-quality goods and services and customer service. Within New Castle, Chappaqua must develop a strong loyalty for its business district and the stores that comprise it, and position itself as the meeting place, or focal point, for this community. It must continually find ways to

attract and keep people downtown, establish personal relationships between residents and merchants, and build strong shopper support for its stores,

2.3 Strategy

Hosting special events and retail activities in Chappaqua is a good way to attract residents, build loyalty for the business area, and develop recognition that local stores need local support.

The Task Force Promotions Committee proposed that a series of regularly scheduled, affordable, community oriented activities and retail promotions be developed to position Chappaqua as the center for the Town's civic and business life.

- The Chappaqua/Millwood Chamber of Commerce and the business community should sponsor both community events and retail promotions.
- Events do not need to be major undertakings. Many can, and should simply be local affairs; the important thing is to organize several, regularly scheduled activities.
- Events should be geared to families since a high percentage of households residing in New Castle have young children.
- Some events should simply be community oriented affairs. Although some sales will occur, (once people are in the business area the chance that they will spend money increases), rather than directly promoting retail activity, these events make for good community relations. They promote an attachment by residents

for their downtown and a recognition that Chappaqua's stores and merchants are part of their community and deserve their support.

- Some events should target a larger market to build broader support for Chappaqua stores. These can be strictly retail oriented. For example, sidewalk sales and bonanza sale days can be festive, but more important, are good business.
- The Town should encourage and assist community organizations and civic institutions to hold events and sponsor activities in Chappaqua. For example, the Rotary Club sponsors a well attended "Community Day Celebration" at the Robert E. Bell School ball field; activities and pedestrian traffic spills over to the business district.
- The Town of New Castle Recreation Center is located in Chappaqua and widely recognized in the community for their excellent programs. Events such as the "Ragamuffin Parade" which they sponsor annually at Halloween attracts many New Castle families. They should be encouraged to continue sponsoring these events, as well as plan new activities in Chappaqua.
- Seasonal events should be planned that help bring the community together to celebrate special holidays, or mark important community occasions. The "Ragamuffin Parade", hosted by The New Castle Recreation Department, and the "Trick or Treat Day", sponsored by the Chappaqua/Millwood Chamber of Commerce and local merchants, are perfect examples; they bring the community together simply to celebrate Halloween.
- As these activities become regularly scheduled, annual events, a yearly Chappaqua calendar should be created. This calendar will inform residents about the events and be a document they will keep during the year -- a constant reminder that Chappaqua is important to their community.

The Task Force Promotions Committee developed a possible annual calendar of events. (See Appendix 1). Some of the events listed are sponsored by the Chamber of Commerce, i.e. the "July Sidewalk Sale", "Trick or Treat Day", and the "Holiday Tree Lighting". Depending on available resources and business support, they are considering other events as well. Others have been hosted by the New Castle Recreation Department and community organizations such as the Rotary Club, i.e. the "Ragamuffin Parade" and "Community Day". Others that the committee found would be appropriate still need sponsorship. The Town should work with community organizations and businesses to seek sponsorship for possible events.

3.0 COMMUNITY CHARACTER

Chappaqua must remain closely aligned with the New Castle market area on whose support it depends. Local residents should perceive it as contributing toward establishing a community character for New Castle. Its defined physical presence amidst the rolling wooded landscape that typifies much of New Castle allows it to serve as the focal point for community life supporting business activity, friendly encounters with friends, and shared civic events.

3.1 Discussion

Although preserving Chappaqua's character was an important concern of the Task Force, initially, what defined its "character" was unclear. However, during work by the Task Force Marketing Committee to create a logo for Chappaqua, a consensus evolved. The purpose of a Chappaqua logo is to symbolize graphically those central qualities which help create its identity.

In discussing the logo, an understanding unfolded that the qualities that make Chappaqua distinctive, and therefore give it character, fell into two simple categories. The tangible qualities defining Chappaqua were physical -- capturing

how it looked architecturally, its scale, and its natural setting. The intangible concerned the Town's social sense of itself.

New Castle appears as a small town nestled quietly in an appealing rural landscape and largely populated by family oriented households. Yet it also possesses a certain urban sophistication, indicative of its large commuter population. It's not surprising that people therefore want to see Chappaqua as a simple, but dignified, town center.

This sentiment was documented in the a survey conducted by the League of Woman Voters of New Castle, and presented in its report "Downtown Chappaqua Study" (November, 1996). The study concluded that Chappaqua's small, country town feeling was important to a large number of households. People found that its pleasant, intimate scale contributed to this overall feeling. The presence of flowers and tastefully landscaped public spaces, due in large part to the work of the Garden Club, connected Chappaqua to the surrounding rural landscape.

However concern was also expressed that aesthetically Chappaqua lacked any real distinction. New buildings were undistinguished and in the words of one study respondent, Chappaqua's architecture was "eclectic in a bad way". There was a sense that Chappaqua should at the same time have a more unified cosmopolitan presence, yet retain its small town eccentric diversity. Respondents felt that more attention needed to be paid to overall design issues and the maintenance and repair of buildings and public spaces. The also felt that pedestrian amenities, whether it be more plantings, or outdoor areas for people to sit, were important.

Statements also called for Chappaqua to be the place that residents enjoyed visiting and meeting their neighbors. This desire was understandably highest among new residents, who may not yet have met many of their neighbors, and families with children, who may need a local place to stroll with their children in a community with few sidewalks in residential neighborhoods. This call for Chappaqua to have a social and family orientation was also strongly evident in discussions about the

selection of businesses. Many people wanted more restaurants, especially those that were family oriented, and more diverse stores, some selling children's items.

3.2 Objective

Chappaqua must present itself as an extension of the community. It's success depends, in good part, on the support of New Castle residents who form an important part of its market area, and for whom Chappaqua is an extension of their public life. It is important that Chappaqua recognize the important role it fulfills, besides a source of consumer goods and services, in defining the community's sense of itself. Revitalization and marketing efforts should incorporate and strengthen those qualities that give character to the community and in turn foster an identity for Chappaqua that elicits community support and loyalty.

3.3 Strategy

The logo designed by the Task Force's Marketing Committee, with the help of a local graphics designer, captures many of the tangible and intangible qualities of Chappaqua identified as important by community residents and providing it with a sense of character.

Many of these descriptions and impressions about Chappaqua grew out of broader Task Force work sessions and helped create a framework for defining a community character for Chappaqua and provided some of the imagery used for a logo.

Some of these defining descriptions, presented below, present Chappaqua as a:

- Village center for the surrounding town.
- Community retail shopping district.
- Public place for residents to meet informally.
- Location for civic activities and events.
- Family oriented downtown.
- Quaint neighborhood of discernible physical mass and scale.
- Intimate pedestrian oriented quarter.
- Collection of quality stores with friendly owners.
- Business and financial center.
- Hub of landscaped sidewalks and plazas.
- Source of entertainment and discovery.
- Charming environment with a tree lined streetscape.

Although physically there appears to be no consistent style of architecture typifying Chappaqua, the pictorial imagery presented in the logo captures the small scale of its buildings and projects a sense of physical intimacy. It's buildings are clustered, defining a focused physical presence in an otherwise sprawling rural community. New Castle is characterized by considerable open space, so the logo places these buildings amidst trees. Also recognizing that Chappaqua's retail area climbs a hilly terrain, the buildings also depict its uphill-downhill topography.

The logo further identifies the spirit of Chappaqua as that of a "Village". The Committee found that the concept of "Downtown" Chappaqua suggests that it is more urban and developed than either its physical reality, or spirit. In addition it's confusing given the physical separation that exists between its uphill and downhill retail nodes. On the other hand, "Hamlet" was deemed too small and provincial and "Shopping Center" too suburban.

The idea of a "Village" evoked the spirit of a small, inviting, and personable neighborhood center. It suggested a place to which everyday public life gravitates and where shopkeepers, business owners, and residents know each other and share common community interests. This sense of community fellowship and intimate sociability is central to the character of Chappaqua. In many ways it reinforces the community qualities residents note as to why they choose to live in New Castle: a small town with friendly neighbors, family oriented community institutions, and attractive public places to meet people informally.

The imagery captured by the logo and the concept of presenting Chappaqua as a village should help guide many of the Task Force's marketing, development and retailing decisions. It should be used to help further frame a community character for Chappaqua.

4.0 PHYSICAL ENVIRONMENT

Chappaqua presents a difficult physical environment for shoppers. Its awkward street pattern, competing traffic flows, and turning conflicts makes vehicular access difficult. In the context of this precarious traffic pattern, narrow sidewalks, a disjointed streetscape, confusing connecting passages to parking areas, and difficult terrain, prevent relaxed pedestrian movement. Unsightly trash storage, some ill-kept public spaces and corridors, and initial signs of deterioration in some of the public infrastructure draw pedestrian's attention away from quality stores and businesses. These physical issues detract from the image of downtown Chappaqua as a dignified, upscale shopping district.

4.1 Discussion

While technology allows shopping to occur almost anywhere, even over the wires and airwaves, traditional business districts occupy a physical place. They have physical elements such as buildings, parking lots, and plazas that are linked by roads and sidewalks.

Although each business district is unique and can be exciting in that it evokes a special sense of place, occasions for discovery, and aesthetic reactions, a business district also requires extensive attention to its condition and maintenance and careful coordination between its physical elements.

The condition, appearance and functioning of the physical environment in which commerce and social interaction occur in Chappaqua is important to its future. In this era of the automobile, shopping centers have redefined people's expectation about convenience. Shoppers expect easy vehicular access to the retail center and once there, convenient nearby parking, a visually inviting setting, comfortable public areas, and easy to find goods and services. To be competitive, Chappaqua must be attractive, in good repair, and easy to navigate, both by car as well as on foot.

Chappaqua has an intimate scale and a pleasing assortment of quality retail stores. It is a shopping district that is overall visually charming, but yet whose architecture is eclectic and lacks any distinctive design harmony. Compounding this lack of harmony is an unsettling street network.

It's awkward street pattern prevents visual continuity and makes this retail setting and its stores appear fragmented. The resulting retail layout becomes confusing, leaving the shopper who is visiting one store, unaware of the existence of other stores around the corner, or down another street. Furthermore there is clearly competition for parking and in traffic flow between shoppers, commuters and merchants, business owners, and employees.

The street pattern and traffic movement conflicts create a physical hardship for this retail area. The business district is fractured by Route 120 - King Street, an active State through-road that connects east and west New Castle with the Saw Mill River Parkway and the Chappaqua Metro-North commuter train station. This State road literally cuts through Chappaqua dividing the business district into the lower and upper King Street retail segments, as well as into uphill and downhill business areas. Where Greeley Avenue (downhill) and Route 117 - Bedford Road (uphill) intersect with Route 120 - King Street there are traffic and pedestrian/vehicular conflicts.

Integrating this major through-traffic road into a local street network that defines the business district and channels local retail traffic also creates a series of unfortunate traffic conflicts in the heart of what should be a relaxed, pedestrian oriented shopping area. For example, the intersection of Greeley Avenue and Route 120 - King Street is the heart of the retail district's radiating street pattern yet lacks a rationale traffic routing system to minimize vehicular turning inconsistencies, reduce vehicular-pedestrian conflicts, and moderate through traffic flow with local traffic trying to access the parking areas and stores in the business district.

Furthermore the location of non-retail anchors such as the post office, library, train station and Town hall are sufficiently far from the core shopping streets to discourage pedestrian movement between them and stores, and promotes further traffic congestion by requiring shoppers to return to their car and drive even just a few blocks within the district from one chore to the next.

The design of pedestrian corridors also compound this strife between pedestrian and automobile. Many of the sidewalks extending along these major roads are long and narrow creating a trying walking experience for pedestrians. Buildings lining these long narrow corridors appear flat to the eye, without visual punctuation to break up the walk and make it more pleasurable. In some cases, public spaces, including some sidewalks, are in disrepair and aesthetically unappealing. The wide streets at many pedestrian crossing areas have unclear crosswalk markings that do not reinforce logical pedestrian patterns and encourage illegal and dangerous crossings.

In plan, parking areas seem logically dispersed behind retail buildings around the business area, but in reality they are difficult and confusing to access with poor signage and entrances. On arrival these parking areas appear barren and ill kept; some sections require repair. Trash storage bins are haphazardly strewn about the parking area in full view of the public and near pedestrian walkways. Connecting pedestrian corridors are often bleak and uninviting. Some rear service entrances to

commercial buildings off the public parking areas are ill-kept and their boundaries are poorly defined.

4.2 Objective

The Town of New Castle should prepare a comprehensive transportation strategy and propose a rational organization of traffic movement through out its entire downtown street network. As part of this strategy, the Town should develop an urban design plan that will better integrate all the public areas of Chappaqua with pedestrian needs. Although implementation can be phased in accordance with resources, regular improvement cycles and individual beautification initiatives, the importance of having one comprehensible design plan to coordinate this work can not be stressed enough.

4.2 Strategy

Although Chappaqua has a difficult street network, some of its awkward pedestrian and vehicular movement patterns and conflicts arise from a lack of a unified transportation plan integrating traffic more rationally into this street pattern. Competing transportation jurisdictions and policies, changing origin and destination patterns, and conflicting traffic regulations based on individual decisions occurring sequentially over time in reaction to immediate, but isolated issues, need to be corrected. The only way to address a downtown whose retail environment is made confusing for shoppers because of this difficult street network, competing vehicular traffic patterns, parking utilization conflicts, narrow sidewalks, poorly organized

trash storage, and a disjointed streetscape is to address these issues comprehensively through a unified design plan.

The Urban Design RFP committee has been identifying and prioritizing downtown traffic, parking, and pedestrian movement problems and evaluating traffic origin and destination data. They are working with Town administrators (Police, Engineering, Public Works) on a transportation strategy accommodating efficient traffic flow and parking access and allowing safer and more inviting pedestrian movement in the downtown. Given the significant impact that Route 120 - King Street has on Chappaqua, the co-operation of the NYS Department of Transportation is needed for its implementation.

Within the structure of this transportation strategy, a unified streetscape design strategy must be prepared to guide future public and private physical improvements in Chappaqua. A Request For Proposals seeking necessary traffic engineering and architectural and urban design drawings should be developed.

This concept design plan should:

- Repair sidewalks with outside curb paving treatment and landscaping to connect the downtown visually and provide a psychological separation between traffic and pedestrians.
- Repair and upgrade parking areas.
- Create curbed, raised green median strips within parking areas and between rows of parking spaces, and along their walkways and perimeters to make them more inviting, shady and purposeful.
- Improve signage and the appearance of gateways to parking lot entrances.

- Improve walk-through corridors connecting parking areas to retail stores, and where feasible, design them as park-like sitting areas.
- Situate business directories and maps along strategic walk-through corridors.
- Incorporate an infrastructure, such as locked, framed display cases, along the building walls fronting on these walk-through corridors for an outdoor gallery where schools and area artists can exhibit art. Similarly, a panel for a wall mural that can be removed, repainted and newly hung annually, or bi-annually, should be explored.
- In conjunction with the Town Solid Waste Advisory Board, pursue more appropriate trash storage and collection procedures, and the location and screening of bins with landlords, business owners, and refuse companies.
- Define the boundaries between public parking areas and private rear yards with screening such as planted median strips or fencing.
- Introduce retail signage at the rear of stores fronting on parking areas. Since parking often serves more than one street frontage of retailing, rear signage will help visitors realize the existence of other stores nearby, not just the one that they are visiting.
- Introduce special paving for crosswalks making them appear more solid and purposeful both for drivers and pedestrians.
- Enlarge traffic islands to give them more substance.
- Explore relocating traffic islands to incorporate them with sidewalks, especially at intersections and crosswalks. At these locations they will punctuate what are otherwise monotonous linear sidewalks, and better define crossing areas.

- Mark major crossing areas with a kiosk/signage system. This will visually reinforce crossing areas giving people more than one reason to go to a corner to cross; they will also have something to view while waiting for traffic to pass.
- Incorporate directories listing and locating stores and announcing events in the downtown in the kiosks. These will help shoppers learn about stores other than the particular one they are visiting.
- Prepare design standards for coordinated street furnishings such as public benches, sitting areas, lighting, kiosks and community bulletin boards, signage, waste receptacles, and bicycle racks.
- Locate street furniture to create much needed places for shoppers, especially parents with strollers, to stop and rest, or visit briefly. These should also be used to break up the linear, visually boring quality of the streetscape.
- Encourage private outdoor seating areas, especially in front of restaurants and cafes. To encourage owners, simple, as-of-right design standards should be issued.
- Pursue opportunities to widen the sidewalks at key locations to help accommodate more seating areas, especially in front of restaurants and cafes.
- Plan more planting areas with excellent organizations such as the Garden Club and the Beautification Advisory Board.
- Develop a watering system and other landscaping oriented maintenance facilities. If increased plantings are encouraged, institutionalizing maintenance procedures must be addressed.

- Select coordinated planting containers with the Garden Club and the Beautification Advisory Board and encourage individual property owners and merchants to place them in front of their buildings and stores.
- Outline design standards for a coordinated building facade program. Rather than developing strict design regulations and enforcement procedures, or preparing detailed, building by building, architectural plans, a design vocabulary for the downtown should be created. This program can contain a palette of recommended and coordinated elements, i.e., complimentary paint colors, building and awning materials, lettering and signage recommendations, architectural and roof line styles, and various other facade treatments. The elements chosen should be viewed as a visual alphabet the use of which will create a natural cohesiveness, yet still allow owners to spell out individual design treatments, without rigidity and boring predictability.
- Prepare a facade design book presenting recommended aesthetic objectives and standards, and examples demonstrating its application and flexibility. The book should include sources for the recommended materials, featuring local stores wherever possible. The book should provide certain clear parameters within which as-of-right facade work can be undertaken, reducing the need for time consuming and costly administrative review.

5.0 RETAIL IDENTITY

A successful retail area must clearly inform shoppers that it offers a complete mix of goods and services that meet their needs. Instead of functioning as one united retail area, physically, Chappaqua operates as two distinct cores, each with smaller retail clusters that are poorly linked. For many visitors, Chappaqua projects an incomplete retail identity; many shopping opportunities are lost to this retail center by the sheer fact that people, once there, do not realize other specific shopper opportunities that exist, or bypass it entirely because they under estimate the breadth of opportunities available.

5.1 Discussion

People's immediate impressions of Chappaqua are important. If shoppers are expected to stop in Chappaqua and patronize its stores, Chappaqua must be able to quickly inform them how their need for goods and services can be met locally.

After surveying its existing roster of stores and businesses, it appears, on paper at least, that Chappaqua has a reasonably healthy commercial mix. Although some tweaking of the mix to better serve specific market area demographics is required, generally Chappaqua functions as a classic, full service community retail center.

Anchored both by a supermarket and a large all-purpose drugstore, it offers a broad mix of goods: men's, women's, and children's clothing and shoes, gifts and sundries, restaurants and specialty food stores, antique stores and galleries, as well as an interesting selection of specialty items ranging from books to bicycles. It also offers a selection of professional and medical offices, financial and business services, and specific commercial uses ranging from a computer learning center to a veterinary hospital. Surrounding the business center are numerous community facilities.

However, while visiting Chappaqua, it is not easy to recognize it as a full-service community shopping center because of its unfortunate division into uphill and downhill nodes, physically separated by steep topography, and its awkward radiating street network, creating significant visual gaps in its retail pattern.

These physical conditions segment the downtown making it not only difficult to walk, or drive, between all stores, but of equal importance to perceive them visually for pedestrians and drivers alike.

This problem exists, not just between the uphill and downhill geographic clusters of stores, but also within each cluster. Within these nodes, the local street system and resulting retail land use pattern blocks visual continuity between stores and businesses.

Without a clear visual link joining all, or even most, stores together, the responsibility to know what goods and services are available falls to the shopper. As a result there are always missed retail opportunities as shoppers who visit for specific purpose, are not attracted by other storefronts, and by shoppers who may by-pass Chappaqua totally because they do not perceive they can conduct enough business to make it worth the stop.

5.2 Objective

Chappaqua's awkward street pattern and topography isolates existing stores and prevents shoppers from recognizing the many ways that their needs can be met by this center. It is critical that Chappaqua educate the public about the goods and services it offers. Chappaqua must therefore create a retail identity that aggressively educates the public about its stores and services and show how they meet the needs of the community.

5.2 Strategy

Chappaqua must undertake a comprehensive marketing campaign in order to establish a stronger retail identity and present shoppers with a memorable image. The campaign should educate its market area about Chappaqua's:

- many diverse business establishments offering attractive merchandise and useful services that meet many of the community's needs,
- special retail niches comprised of many stores whose merchandise compliment each other and encourage cross shopping, and,
- unique character and friendly merchants, as contrasted with the perceived sameness and impersonal service of chain stores.

The Marketing Committee created an outline for a marketing campaign. The campaign identified several market projects:

- Create a single, simple name identity for the Chappaqua business district and a corresponding logo that captures its spirit.

If people begin to perceive Chappaqua as a specific place with defining characteristics, they will begin to discern it as unified, and although it is visually fragmented, they will mentally connect its many shops and businesses together. The more people consider it as one retail area, the more they can understand how it serves their needs and have more reasons to visit and support it. See Community Character for further discussion on the logo.

- Reinforce the Chappaqua identity and logo by using frequently and broadly.

This identity and logo should be constantly reiterated in gateway signs to the district and district wide in collateral materials. Since the objective is to gain stronger market support by joining businesses together, individual stores should use it in their windows and on shopping bags, and as part of their store's advertising materials.

- Present Chappaqua's businesses comprehensively and describe them thoroughly, so that people can realize its full offering of goods and services.

People can only use businesses if they are aware that they exist; and without a comprehensive guide, no one can realize the full convenience that Chappaqua offers. A comprehensive directory of stores and businesses listed according to the goods and services that they offer must therefore be developed. If appropriate, individual stores should be featured in more than one category. The directory should also include a map and useful information on the business district. It should be adaptable so that it can easily be incorporated in a kiosk directory, or a Town or Chamber internet Web site.

- Develop a co-operative advertising campaign to complement individual retailer's advertising initiatives.

The more reasons that shoppers have for making a trip to a shopping district, the more likely they are to visit it. It is therefore important that Chappaqua recognize that the sum of its stores is greater than any one store and that retailers work together in their advertising campaigns. Together, stores and businesses can also afford larger and more exciting advertising campaigns..

- Identify groupings of stores that can join together to compete for certain niche markets.

There are clear retail and business groupings such as women's apparel, items for children; restaurants; food and liquor stores; antique shops; business services; etc. These niche markets should be identified and strengthened. New retailers adding to and complimenting these niches should be recruited.

- Work with niche retailers to create special co-operative marketing materials and advertising.

Organize niche retailers with shared markets to participate in creating special collateral marketing materials and directories targeting their shopper. These will educate shoppers to the fact that a selection of goods is available that is greater than offered at any one store; It communicates to shoppers that Chappaqua is worth visiting. For example a "Dine Chappaqua" directory and map with brief descriptions of all the dining opportunities could be published. Similarly, a Guide to Antiquing in Chappaqua should be published and distributed at antique shows and other locations frequented by this market. Group ads by the women's clothing and accessory retailers could run, together, rather than separately, making people realize that Chappaqua offers a broad selection. Events could also be organized around these niches. For example a fashion show, or a dining sampler tour are activities that help promote village businesses.

- Undertake an advertising/marketing campaign to educate people about Chappaqua and help them realize different ways they can use it.

There appears to be a surprising lack of knowledge about the inventory of stores and services available in Chappaqua. Most people know many stores, but also do not know the existence of others. A comprehensive marketing campaign to promote shopping in Chappaqua and further the village center image for the business district should be created. This generic campaign should approach media that individual stores alone cannot afford.

A "Did You Know" marketing theme was discussed by the Marketing Committee. This campaign was intended to raise people's awareness of the different ways they can shop Chappaqua. Some lead marketing statements could, for example be:

- ◇ "Did You Know... there are xxx stores selling women's clothing and accessories in Chappaqua Village?"
 - ◇ "Did You Know.... Chappaqua Village is your home office business center?"
 - ◇ "Did You Know... you can do Chappaqua soup to nuts?"
 - ◇ "Did You Know.... you could buy something old, something new and something blue in Chappaqua Village?"
- Help shoppers develop an early allegiance to Chappaqua.

New Castle is home to many new, young families. As new arrivals they have not yet established their local shopping patterns. The sooner they become acquainted

with Chappaqua and its merchants, the greater the chances are that they will become loyal patrons.

For example, a tasteful gift box filled with information, gifts and coupons from village businesses could be sent to new home owners when they arrive in New Castle. It helps to reinforce the small town quality that people want from the village and to advertise businesses among new shoppers who are yet to establish their shopping patterns. Recent efforts of a welcome wagon program that actually visited new families was difficult on both sides because of the complexities of family demands and scheduling. The welcome gift box should therefore be mailed to the new homeowner.

- Appeal to families.

Raising families is a major industry of New Castle and children are their center of activity. A high proportion of New castle residents are households with young children. Marketing programs should be created expressly for them.

For example, acknowledging a child's birthday gives marketing a personal flair and keeps the personable qualities of local retailers constantly present. One possibility could be sending children a birthday card each year from Village merchants. A free birthday photo, or similar gift, may be offered. A photograph gets shoppers downtown twice -- to have it taken, and then to pick it up.

- Appeal to Commuters.

Similarly, commuters are a major constituency in New Castle as well as surrounding communities. A "Commuter Appreciation Day", modeled after the Family Britches marketing program, can be considered. Once a year, newspapers can be bought from a local vendor and given free to commuters as they board the train with a

"Thank you for your support" promotional piece on the Village enclosed. This can be timed with an upcoming special event or sale in Chappaqua.

- Pursue direct mail marketing.

One of the most effective forms of marketing is the direct mail of marketing pieces to a targeted list. The feasibility of creating a unified list in the Village should be explored. Existing lists from retailers could be combined, or shared. New lists from appropriate sources can be sought. One example discussed by the Marketing Committee was to ask American Express to provide their local member mailing list in exchange for using their logo in the mailer.

6.0 CRITICAL MASS

At the turn of the century, Chappaqua housed a variety of residential, commercial, retail and civic uses, all reinforcing each other and encouraging pedestrian activity and a lively sense of place. As the automobile became increasingly important, parking and traffic displaced many of these uses to outside Chappaqua at the price of this synergism. The community should pursue an effective development strategy that will accommodate both a synergistic critical mass and the automobile.

6.1 Discussion

A wonderful photographic exhibit at the New Castle Historical Society depicts Chappaqua at the early part of the century. Then, Chappaqua had a physically stronger presence with a large number of three story buildings, many with pitched roofs and cupolas, creating a prominent architectural impression and housing offices and residents, as well as retail businesses. Upon arrival one perceived a relatively substantial hub of diverse activity.

Today, Chappaqua consists largely of lower scale, one and two-story, commercial structures with flat roofs, most housing only retail stores. With the loss of upper floors came a loss of non-retail uses which complimented the retail activity at street level. To accommodate the automobile, large parking areas were created and in

the process density was lost. As a result, Chappaqua also lost some of its original synergistic critical mass. While a healthy variety of stores and services still remain, they are spread out over a fairly large geographic area and are separated from most civic and residential activity, discouraging pedestrian activity.

For example, today Town hall, the library, the post office and even the train station are separated by parking lots keeping them far enough from each other and the core retail area to discourage pedestrian activity between any two, or even between them and stores. Before there were people living on upper floors and patronizing many of the businesses below; today most housing is isolated in residential enclaves accessible to downtown only by car. Where the train station was located in the middle of Chappaqua at the turn of the century, is today the parking lot for the Rite-Aide Pharmacy; the train station is located beyond walking distance to stores.

Whereas, at the turn of the century arrival downtown was marked by many distinguished structures -- three story buildings with pitched roofs such as the Greeley House, one of the few still standing; today, one story structures allow the eye to travel right over this village. It has become indistinguishable with other low rise development that fans out across the countryside.

These earlier buildings housing stores such as the H. B. Green Groceries and Dry Goods, C. W. Page Dry Goods and Groceries, and United Cigars at the first floor, and offices and residents on the second and third floors, clearly marked one's arrival and their occupants supported diverse, but complimentary activities. The towering three story Hyatt Auditorium, once a stately edifice, provided a focal point for community life. Today, these noteworthy structures have been replaced with undistinguished, one story retail buildings, interchangeable with other similar buildings found anywhere and everywhere.

The non-retail uses once housed in the upper floors of buildings added to the market support for the stores that were below and helped keep the street animated and inviting at all hours. Every retail opportunity arising from non-retail activity strengthen local businesses and created a sense of vitality that attracted more people, increasing the opportunity for commerce to take place.

In a competitive market, overlapping uses can be critical. The lack of pedestrian activity discourages people from visiting, and those who do, from lingering, reducing the chances that they will patronize a businesses. Furthermore, some non-retail uses, such as housing and a community auditorium, create an evening presence that makes a downtown more inviting for more hours, helping certain businesses, such as restaurants (whose number are increasing in Chappaqua), attract patrons after dark.

6.2 Objective

Chappaqua should reclaim some of its earlier historic prominence and encourage mixed use development. Chappaqua should advocate greater density development, larger scale buildings and more diverse uses and activities. New development should augment existing retail stores; introduce supporting, synergistic, non-retail activities; and establish a physical setting creating a critical mass connected by intimate pedestrian passageways. To remain viable and vibrant today, Chappaqua must regain the synergistic critical mass and diverse uses of its past, and yet, accommodate and accept the importance of the automobile to its future.

6.3 Strategy

The Town Master Plan presents the quandary that the amount of parking available in Chappaqua limits the amount of commercial development that can exist. It therefore recommended only modest development and discouraged introducing significant new mixed uses. Larger offices and housing are proposed for sites outside of the Chappaqua business district. The need to accommodate parking appears to destroy the hope of re-establishing a healthy, mixed-use critical mass in Chappaqua.

Suburban parking is considered almost exclusively as, at-grade, surface parking lots for single purpose uses. Therefore, separate parking lots using considerable land area are designed for commuters, Town hall, the library, and retail stores. Since these lots need to be near the uses they serve, the land area devoted to serve their parking needs surrounds them and therefore separates them from other uses.

As a result of this land use pattern, these uses have become independent of each other, essentially single purpose buildings in the middle of a parking lot. Successful commerce and community vitality call for the opposite, a variety of concentrated mixed uses, sharing parking and easily accessible to each other by pedestrians.

Although traditional suburban surface parking is appealing because it is inexpensive to construct, it has been costly, destroying the historic critical mass and mixed use fabric of downtown. Chappaqua should aggressively explore new opportunities for development that would:

- Create a more significant physical critical mass.
- Add increased bulk to some existing low rise structures.

- Introduce additional retail stores and businesses that compliment existing retailing, especially in its vital retail niches.
- Provide for a greater mix of retail, commercial and residential uses.
- Explore the feasibility of some strategic new development project to help anchor this retail area more solidly.

Chappaqua should pursue creative solutions for joining development and structured parking together especially where shared parking opportunities are possible. As introduced briefly at a community forum on the "Future of Chappaqua" hosted by the New Castle Historic Society, Chappaqua's parking lots offer significant redevelopment opportunities. These parking lots should be assessed for development potential, and ways of joining necessary parking with development explored. Recognition should also be made to introducing complimentary mixed uses whose utilization schedule occurs at different times, i.e. housing and business, and would therefore allow parking to be shared.

One such development opportunity was briefly noted in the Master Plan: the Robert E. Bell School ball field. The topography of this field, and its access roads, make decking it possible. The field can be entirely decked, providing considerable parking below, and the ball field above. This imaginative development scheme was explored by the Town several years ago, and the Consultant found in his review of the initial concept scheme, that it offered a realistic and exciting opportunity for Chappaqua to reclaim some of its historic character; one that should receive serious consideration.

The decking would retain the school ball field at its present location. It would raise it in order to accommodate car parking below, which would provide a better connection between the ball field and the main school campus than presently exists. The parking provided would be significantly greater than is currently offered at the adjoining lot behind the Greeley Avenue stores. It would also have two points of access, rather than just the one that exists at present. In addition to entering off Greeley Avenue, one would also be able to enter off King Street at Senter Street.

This would both make parking traffic flow work more smoothly, as well as making it relate better to the retail district.

Most important however, this parking scheme would free up the existing surface parking lot for new development. This new development could address many of the goals outlined in this report. The development could introduce considerable new mass into Chappaqua. It could help frame an inviting and intimate pedestrian mews. It could introduce new retail stores and business on the first floor that would add to the retail mix. On the upper floors it could accommodate residential uses and offices lending to a broader mix of uses and activity. It could be designed with pitched roofs and copulas to reclaim some of the original architectural character of Chappaqua. It would also have the added benefit of hiding the parking and helping to keep the character of Chappaqua compatible with the rural, wooded setting of the surrounding community.

This development should also consider some form of small community theater or cinema to provide night time activity, especially on the week ends. This use is a perfect example of how new development could share parking, not compete for it. In essence, such an entertainment focus could replace some of the civic excitement that was lost to Chappaqua with the demolition of the Hyatt Auditorium.

Discussions regarding this option should be held with Chappaqua community institutions such as the Chappaqua Library, the Robert E. Bell School, and the New Castle Town Recreation Center to seek ways of jointly sponsoring such an auditorium.

Other development options should be aggressively explored. Development as part of the other parking lots should be considered. Where feasible, additions to one story buildings should be entertained. The old firehouse on Senter Street has been inactive as a firehouse; it should be programmed for more active uses. Similarly efforts should be made to introduce some new uses along Greeley Avenue between Town Hall and the Chappaqua Library and the retail core of Chappaqua to try and

create a more active pedestrian link between these two major civic structures and the retail district.

Chappaqua was a vibrant village with a variety of mixed uses, housed in structures of relatively notable scale, and contributing to a sense of bustle, activity and place, that constantly attracted residents to their community center. It still is a wonderful village, however, intuitively many people in the community feel that something is missing. Chappaqua should therefore eagerly explore reintroducing some of the synergistic critical mass that historically defined it. Because of some of the mistakes of the past, as expedient efforts were undertaken to accommodate the automobile, new development has often met with community disfavor. Of course bad development is bad, but not all development must be bad. Chappaqua has a wonderful opportunity to strategically introduce new development that will join the best of the past and present and establish a vital community center for the future.

7.0 IMPLEMENTATION

Revitalization is an ongoing process that must involve all downtown constituencies. To be successful, Chappaqua's revitalization program must pursue short term improvements and activities together with long term rehabilitation and redevelopment projects. Both are important: simple beautification projects and marketing programs that can be readied immediately with limited resources, as well as, larger improvements and redevelopment programs that require more intensive planning and greater resources to implement. To be ongoing, a revitalization program must also institutionalize funding sources necessary for long term administrative needs and maintenance requirements to insure that today's recommendations continue as tomorrow's improvements.

7.1 Discussion

As noted earlier in this action plan, the New Castle Downtown Revitalization Task Force has functioned as an informally organized advisory committee bringing together the various constituencies that are important to downtown. Although comprised chiefly of individuals, many participants also serve in organizations that are important to Chappaqua village and its ongoing revitalization. Organizations were informally represented by individual members who also volunteered for the Task Force; these organizations will be important to implementing the recommendations of this strategy. Three key sectors -- the public, private and civic interests -- must work together to successfully implement this action plan.

- Public Sector

The public sector, represented by Town Government, not only determines public policy, but establishes laws and regulations affecting the business district, owns property in Chappaqua, oversees the Town's budget, has legal standing with outside administrative and funding agencies, and provides basic services to the downtown. Therefore, both elected officials, such as the Town Supervisor and Board, administrative officers and departments, from the Town Administrator to the New Castle Department of Parks and Recreation, and appointed Boards such as the Planning Board and the Solid Waste Advisory Board, will need to be active participants in a revitalization program.

- Private Sector

Essentially, Chappaqua village is comprised of privately owned properties, businesses and stores. Therefore it is imperative that the private sector be active participants in a revitalization program. While all of Chappaqua's business and property owners show individual concern for improving both their properties and businesses and the community, certain recommendations noted in this report require that they also join together to support specific initiatives and programs. The best method for coming together is through an organization representing their interest and uniting their support for certain programs unfeasible for them to pursue individually.

A Chamber of Commerce is established as such a membership organization for the private sector providing member services, but also capable of undertaking specific initiatives, projects and programs that forward their joint interests. An active Chamber of Commerce, with strong membership and financial support, is essential

for implementing certain marketing and promotion programs and rehabilitation projects that directly improve business conditions within this center.

- Civic Organizations

As was clearly evident during the work of the Task Force, voluntary civic organizations play a key role building the quality of life and the sense of community that is important to New Castle. Their help is critical toward building Chappaqua village as a focus for community life and preserving the character of this business center. The ongoing active participation of such civic organizations as the Garden Club and Beautification Advisory Board in making Chappaqua's public spaces physically attractive and inviting is evident everywhere. Similarly, other organizations, such as the New Castle Historic Society and the New Castle Rotary Club, who host community events and activities in Chappaqua village, help create a sense of community vibrancy and loyalty to the business district.

Joining these public, private and civic sectors together in the revitalization of Chappaqua village is the New Castle Downtown Revitalization Task Force. It's informal meeting provide an inviting forum for the community to discuss desired programs and to have them adopted by the appropriate organizations.

- New Castle Downtown Revitalization Task Force

Although the public, private and civic sectors are the nucleus of a revitalization program, the New Castle Downtown Revitalization Task Force is the vehicle that helps join their parallel activities together into a focused revitalization program.

It is the forum where these different participants, as well as interested citizens and neighbors, can discuss and review revitalization initiatives and help establish

coordinated priorities. It is for this reason that the creation of an action strategy which reflects the various constituencies of this business district came together under the guidance of the Task Force.

Working with the public, civic and private sectors, the Task Force has developed a preliminary program calling for specific actions that work toward the goals and objectives called for in this report. These initiatives are described below and presented as short term objectives. In addition to the work undertaken in the preparation of this action plan, various Task Force members and participating organizations have already begun work on implementing certain of the proposed recommendations. Some of these accomplishments are also reported below.

7.2 Short Term Objectives

Objective: Beautification

Short Term Objectives:

- Design some preliminary streetscape improvements, such as a planter box program or banners, that can be implemented throughout the downtown in the Spring/Summer of 1998.
- Begin planning a coordinated scheme for certain street furniture and amenities such as benches, trash receptacles, gateway signage, and a downtown directory/kiosk.

Accomplishments:

- Two choices for durable, all weather, outside planting containers have been selected. A local retailer is working to arrange for a group purchase at near wholesale costs.
- A preliminary planting scheme for the containers has been proposed to include a combination of a small, permanent, evergreen shrub augmented by annual seasonal floral plantings. The Garden Club would help organize the purchase of plants and oversee planting with volunteers.
- It was determined that the cost per unit, including soil and plants should be kept to under \$200.00 per unit in order to be affordable to individual store and property owners.
- Planter siting was recommended for along the building wall of sidewalks, or for commercial buildings set back from the road along Upper King Street and in upper Chappaqua village, along the inside sidewalk frontage of their parking areas.
- It was recommended that placement of the planters be casual and dispersed throughout the village area, rather than develop a rigid and formal program. Visual impact would come from the consistent types of planter used.
- The Town agreed to help with long term maintenance and to assume responsibility for watering at least three mornings a week.
- Discussion has begun concerning the need for simple banners to be displayed to help visually unite Chappaqua.

- Cobble stone pavers were selected for placement around existing street tree pits by the Beautification Advisory Board.
- Some street furnishing improvements such as benches, or a kiosk, are also be discussed this year by the Beautification Advisory Board.
- The Town budgeted \$20,000 for 1998 for these initial streetscape improvements being overseen by the Beautification Advisory Board.

Next Steps:

- Recruit individual property owners and merchants to sponsor planter containers for Spring installation. A minimum number of participants must be recruited in order to have an impact.
- Select coordinated design standards for basic streetscape furnishings such as waste receptacles, benches, and kiosks.
- Choose, purchase and install initial phase street furnishings. Coordinate selection and placement with outdoor planter box program.
- Install the cobble stone pavers selected for placement around existing street tree pits.

Objective: Marketing

Short Term Objectives:

- Begin development of an "identity" concept for Chappaqua' business district and for marketing programs.

- Using this identity concept, explore initial ways of marketing the Chappaqua business district.

Accomplishments:

- A consensus was developed to present downtown Chappaqua as a "village" in keeping with the community character of New Castle.
- A local graphics designer was retained to develop a logo for Chappaqua "village" that would capture the identity, scale, architecture, and topography of the entire Chappaqua business area.
- The graphics designer presented several different design concepts for a logo for Chappaqua "village".
- Selection of the preferred logo design concept was made.
- A final logo was created and reproducible artwork developed by the graphic designer. Two separate camera ready logos created, one for print and another for collateral materials such as canvas shopping bags.
- The logo is being used in advertising and in certain collateral materials by the Chamber of Commerce.
- Objectives for a marketing strategy were discussed and established (see Chapter 5 of this action plan).
- Recommendations were made for specific initial programs and products in keeping with this strategy that can be pursued for Chappaqua village.

Next Steps:

- Meet with local newspapers to investigate ways to coordinate individual store advertising with the Chappaqua Village identity program and logo.
- Seek funding for development of gateway signs stating "Welcome to Chappaqua Village" using the new logo.
- Choose the next marketing project from recommended programs.
- Raise funding and organize program for the selected projects. A minimum annual budget of \$20-25,000.00 is recommended.

Objective: Promotions

Short Term Objective:

- Develop concept and objectives for an annual schedule of ongoing community and retail promotional activities.
- Begin to plan and implement initial promotion programs.

Accomplishments:

- A comprehensive strategy for a two tier promotions program was developed: 1) community oriented holiday celebrations and 2) retail oriented sales and promotions.

- A sample annual calendar of retail events and community celebrations was developed. See Appendix I.
- The Chamber of Commerce assumed responsibility for implementing certain events. The New Castle Department of Parks and Recreation also participated.
- A part-time director for the Chappaqua/Millwood Chamber of Commerce was hired to help oversee initial events implementation.
- A July Sidewalk Sale, Halloween Trick or Treat Day, and Winter Holiday Celebration were organized by the Chamber of Commerce.
- The Chamber of Commerce is exploring initiating "Market Saturdays" with special events for children and families for the Summer, 1998.
- Extensive discussions were held regarding the merits of incorporating a Farmers' Market as a complimentary special event on occasional, or weekly, Market Saturdays. A survey of downtown merchants was conducted which showed only divided support for a weekly Farmer's Market.
- The Chappaqua Village Logo is being used by the Chamber for canvas shopping bags and in print advertising.
- The Chamber has explored other avenues for events sponsorship including obtaining corporate support and encouraging community organizations to host some of their events and activities downtown.
- One longer term project, an annual celebration, Horace Greeley Day, is being discussed with the New Castle Historic Society by the Chamber of Commerce.

Next Steps:

- Pursue ways to increase involvement of community organizations in the business district.
- Explore additional funding sources for Chamber of Commerce activities and part-time staff. A minimum budget of \$20-25,000.00 budget for events coordination is needed.
- Organize summer Market Saturdays. Look for cooperative participation from community organizations.
- Decide whether or not to have an occasional or weekly Farmer's market and implement the final recommendation.
- Decide on the viability of a annual Horace Greeley Day celebration, and if viable, begin planning for implementation in 2000.

Objective: Vehicular and Pedestrian Circulation

Short Term Objective:

- Research issues affecting traffic and pedestrian movement patterns, conflicts, and needs.
- Develop a preliminary concept plan to address the identified issues both for automobiles and pedestrians.

Accomplishments:

- A special Transportation Planning Committee was established by the Town to investigate pedestrian movement and vehicular traffic problems.
- The committee assembled origin and destination data for rush hour traffic flow in the downtown as a platform for traffic planning.
- Committee evaluated the level of efficiency for existing traffic patterns and identified specific problem areas and traffic flow conflicts.
- A proposed schematic circulation plan has been prepared.
- As part of this plan recommendations the committee is also exploring the best way to incorporate traffic islands and widening some sidewalks to help make pedestrian movement easier and more attractive.

Next Steps:

- Meet with the NYS Department of Transportation in order to review and obtain their support for the recommended changes to traffic patterns, especially those effecting Route 120 - King Street.
- Review proposed traffic flow recommendations with merchants in affected area.
- Make final recommendations for related traffic island improvements and sidewalk widening as part of circulation plan.

- Prepare an RFP to hire a professional engineering and design company to review the concept plan and develop construction plans and cost estimates.
- Identify potential funding sources for implementation.

Objective: Streetscape Design

Short Term Objectives:

- Develop a coordinated concept design for all public spaces including sidewalks, parking lots and walk-through corridors to the parking lots.
- Develop a standard street furniture and landscaping plan.

Accomplishments:

- A slide presentation of major public space problems including trash storage, areas in need of repair, and streetscape appearance was prepared for the Task Force.
- A follow-up walk through with an urban designer familiar with Chappaqua was taken in order to identify the major issues and elements that would need to be addressed in developing an urban design program to correct these problems.
- These observations were incorporated into the preliminary traffic and pedestrian circulation concept plan which addresses some of the issues and is beginning to explore opportunities for widening sidewalks,

incorporating sidewalk pavers and street furniture, and developing areas for plantings and siting.

- Preliminary work has begun to chose certain sidewalk amenities such as a planter boxes and tree pit pavers by members of the Beautification Advisory Board, the Garden Club, and the Architectural Review Board who also serve on the Task Force.
- Work is underway in conjunction with the Solid Waste Advisory Board to investigate ways to consolidate trash storage and pick up and to improve the appearance of trash storage areas.

Next Steps:

- Develop an RFP for hiring a landscape architect/urban designer to develop a detailed master plan for refurbishing certain public spaces, sidewalks, parking areas and walk-throughs to parking areas, and choosing coordinated street furniture for Chappaqua.
- Coordinate the design master plan with the circulation plan.
- Coordinate the work for a streetscape plan with long term capital improvements undertaken by the Town and short term beautification improvements undertaken by various civic organizations.
- Complete work regarding trash storage and collection with the Solid Waste Advisory Board and make and implement recommendations.
- Identify sources of revenues and the agency and property owner participation necessary for implementing agreed upon improvements.

Objective: Critical Mass

Short Term Objective:

- Explore opportunities for increasing the critical mass of downtown.
- Prepare conceptual plans for introducing some strategic new development to achieve greater critical mass.

Accomplishments:

- Preliminary discussions regarding utilizing existing parking areas for potential new development were publicly introduced and discussed at a community forum on the future of New Castle downtown.
- An existing design scheme was identified which proposed developing a parking deck under the Robert E. Bell Middle School ball field in order to permit new development to occur on the parking lot which currently adjoins this field and is to the rear of buildings fronting on Greeley and King Streets.

Next Steps:

- Develop a detailed inventory of existing publicly owned property and parking areas in Chappaqua.
- Establish a small, working Critical Mass Committee to evaluate potential sites for new development opportunities.

- The Critical Mass Committee should also prepare preliminary illustrative plans illustrating how potential new development can be accommodated on these sites.
- The Critical Mass Committee should recommend certain criteria and conditions for introducing possible new development to insure that it will meet community goals for downtown and reinforce the character of the community.

7.3 Implementation Issues

There are three basic issues that surfaced during the work of the Task Force that directly affect the successful implementation of a comprehensive action plan and which must therefore be addressed by the Task Force:

Lead Responsibility

Turning an action plan recommendation into real change is a difficult process and is the point at which most revitalization strategies unravel. In order to insure that the work of the Task Force, as summarized in this action plan, proceeds, each adopted initiative must be evaluated to understand what is needed for implementation and then assign lead responsibility to the appropriate party to make it happen. In evaluating and assigning responsibility, the following questions must be answered to move from discussion to physically changing the appearance and dynamics of downtown:

- Which organization is best equipped to take responsibility for implementing a specific program or action?
- Who within that organization is the best person to assume leadership for each project?
- What authority will that person and that organization have to help push implementation?

Funding Support

Funding for each project must be identified and secured if implementation is to be achieved. Ultimately, without funding, there will be few successful projects and programs.

Volunteerism, although an important part of community life in New Castle, is a limited civic commodity; it therefore should not be misspent. It is counterproductive to expect people to volunteer for helping to make a project succeed without also identifying the sources for the funding necessary for its implementation and the strategy to raise these funds.

The level and effectiveness of volunteerism improves if the responsibilities of the volunteer are kept appropriate to the task at hand - working with identified resources to meet a specific goal.

In order to insure that voluntary efforts occur in an environment where their work will be able to succeed, the following questions must be addressed for each initiative:

- What funding is necessary to underwrite implementation?
- What cooperation and resources will be needed to implement the project properly?
- Has the necessary money, cooperation and resources been identified and secured?

Institution Building

regional issues and problems facing local downtown business districts have become complex. At the same time, the realities of running a small business have also become both more complicated and time consuming. As a result it is increasingly harder to organize informal participation within the business community and even more difficult to raise funding. Much of the time of those who are active is devoted to membership and fund raising drives, rather than to creating and implementing programs and projects that benefit the business community -- a sure road to volunteer frustration and burn out.

In order to help business communities create a structure allowing them to institutionalize certain programs and activities, New York State passed enabling legislation allowing the formation of Business Improvement Districts (BID's). A BID is a special assessment district that enables the local government, on behalf of the BID, to collect funding on a fair and equitable basis from all affected property owners for specific programs and projects that benefit their properties and the business district. All of BID funding goes to agreed upon programs and projects that are approved by a BID board, a majority of whom are chosen from the property owners who will benefit from BID programs. The Grand Central Partnership is a well known, if rather large, example of a BID. Locally, Peekskill and White Plains are two Westchester communities that have created a BID.

The BID creates an institutional structure within the business district and an equitable and fair assessment program to produce an annual budget. The BID revenues are then spent for programs that directly benefit the downtown. A BID provides a means to efficiently fulfill the two primary requirements for certain parts of action plan implementation outlined above:

- "Who will implement the desired program?"
- "How will revitalization programs be funded?"

Chappaqua should seriously explore the creation of a Business Improvement District for its business district.

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Appendices

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Appendix A.

**New Castle Downtown Revitalization Task Force
Draft Events Schedule**

Goals for Promotional Events:

- To attract more shoppers and increase retail and business sales to the Chappaqua retail district.
- To encourage residents to accept Chappaqua retail district as their community center.

Objectives:

- To organize a series of events to be held on a monthly basis in the Chappaqua retail district.
- To institutionalize these events complete with identified organizers and sponsors over the next 18 months.
- To create a calendar of monthly annual events to be published each December for the coming year.

The following events are proposed to be held in the Chappaqua retail district and are being considered for this annual calendar.

• **Month: January**

Event: Bonanza Day

The third or fourth Saturday of January. (January 24 or 31, 1998)

Description

An indoor sidewalk sale with retailers offering special merchandise for sale. Participating stores will be marked with large helium balloon displays at their front doors helping to create a festive environment. There should be some music, perhaps a calliope which can fill the streets with upbeat sounds as shoppers scurry from store to store in the January cold. The food stores and restaurants are encouraged to offer special dining opportunities.

Lead Organizations

New Castle Chamber of Commerce

- **Month: February**

Event: *I Love Chappaqua*

The week before Valentine's Day. (February 21, 1998)

Description

Working with art classes in the elementary schools, a Valentine Day card contest will be held in various categories such as "funniest", "most imaginative", "wittiest", etc. for original Valentine Day cards to Chappaqua. All cards submitted will be displayed the week before Valentine's Day in the windows of participating stores and businesses. On Valentine's Day young children are invited to visit participating stores and receive a valentine card or sticker. (Perhaps a jig saw puzzle can be produced and each participating store gives out a piece, once all are collected there will be a puzzle for them to complete.)

Lead Organizations

New Castle Chamber of Commerce
Chappaqua School District Parent/Teacher Association

- **Month: March**

Event: *First Night Art Opening*

The fourth Saturday of March. (March 28, 1998)

Description

Participating stores and businesses will each sponsor an exhibit by a selected artist in their store. The artists should be selected by an art jury to establish a consistent level of quality. Special invitations announcing the opening will be printed and mailed. There will be a group opening of the art exhibits in all the stores with the artist in attendance at their respective exhibit and perhaps a simple catalogue. Restaurants may offer a special refreshments or a pre-fix dinner during the afternoon into the evening.

Lead Organizations

New Castle Chamber of Commerce with Special Event Manager
Westchester Arts Council (?)

- **Month: April**

Event: Horace Greeley Festival

The last Saturday of April. (April 25, 1998)

Description

A special day celebrating the founder of Chappaqua and his Quaker background. There will be special horse and buggy rides and merchants will be encouraged to dress in period costume. There will be special historic home tours (interior or exterior?). There will be a special tour of Chappaqua illustrating HG's life. The Historic Society will open a special exhibit on the subject. Some "Country Fair" activities should be offered for children.

Lead Organizations

New Castle Chamber of Commerce with Special Event Manager
Chappaqua Historic Society
New Castle Parks and Recreation Department
The Horace Greeley Education Fund

- **Month: May**

Event: Graduate's Day

The last Saturday of May. (May 30, 1998)

Description

Participating stores will feature photographs of the members of the graduating class in their windows and will offer for sale a special coupon book in conjunction with the Chappaqua Schools Foundation.

Lead Organizations

New Castle Chamber of Commerce
Chappaqua School District Parent/Teacher Association

- **Month: June**

Event: Summer Market Days

Beginning the last Saturday of June and then continuing each Saturday through September. (June 27, 1998)

Description

The opening day of the Chappaqua Farmer's Market season will begin. Each Saturday farm vendors will fresh produce and foods in season. In addition to farm grown produce there will be activities for children such as a petting zoo, a puppet show or hay rides. A calendar of market Saturdays for the summer outlining special events and activities for children scheduled for certain Saturdays of the Summer Market Days will be distributed. Saturdays when selected visiting vendors offering special foods or demonstrations are scheduled will also be noted. Community organizations should also be scheduled to have booths during this period.

Lead Organizations

New Castle Chamber of Commerce with Special Event Manager
Chappaqua Garden Club
New Castle Parks and Recreation Department

- **Month: July**

Event: Continuation of Market Saturdays

See June. Starting in 1998.

Event: Sidewalk Sale

The fourth Saturday of July. (July 25, 1997)

Description

A traditional sidewalk sale with retailers offering merchandise for sale outdoors on the sidewalk in front of their stores. Stores without shops in Chappaqua will not be allowed. The food stores and restaurants are encouraged to offer outdoor dining. There should be some light entertainment such as music and activities for children, but the primary focus should remain retail sales. A banner announcing the event should be prominently displayed.

Lead Organization

Chamber of Commerce

- **Month: August**

Event: Continuation of Market Saturdays

See June.

- **Month: September**

Event: Community Day

First Saturday of the month (November 8, 1997).

Description

A celebration of Chappaqua with many community, religious, civic, and school organizations participating. Music, food, events and activities for children are interspersed with booths sponsored by local community organizations promoting their programs and causes. Retailers also participate with outdoor sidewalk sales. It's a small town fair.

Lead Organization

Rotary Club

- **Month: October**

Event: Halloween Celebration

A variety of times around Halloween. (October 18, October 25 or 26 and October 31, 1997)

Description

A series of events and activities geared to youngsters (primary focus is elementary school) commemorating Halloween. Windows in participating stores are painted with original holiday images by children two weeks (October 18) before Halloween and then displayed until just after Halloween. A "Ragamuffin Halloween Parade" with children in their Halloween costumes is held on the Sunday (October 26) or Saturday (October 25) before Halloween. On Halloween day (October 31), children in costumes are invited to go Trick or Treating in Chappaqua stores and businesses.

Lead Organizations

New Castle Chamber of Commerce
Chappaqua School District Parent/Teacher Association
New Castle Parks and Recreation Department

- **Month: November**

Events: *Holiday Tree Lighting*

The Friday after Thanksgiving. (November 28, 1997)

Description

A celebration of the winter holidays, the traditional season of lights. A holiday tree will be lit and there will be music and traditional songs commemorating the winter solstice, Christmas and Chanukah. Special window displays and painting in participating stores and businesses will be unveiled and awards presented to the best. Special holiday festivities at the Recreation Center. Music and Horse and buggy rides in the streets.

Lead Organizations

New Castle Chamber of Commerce with Special Event Manager
Chappaqua Garden Club
New Castle Parks and Recreation Department

- **Month: December**

Event: *Special Children's Shopping Day*

Second Thursday of December. (December 11, 1997 from 4 PM to 8 PM))

Description

Chappaqua stores will sponsor a shopping day "Especially for Children" when retailers and volunteers (perhaps the "Bell Bodies" from the middle school) will help children choose that special present for their parents, siblings, relatives, friends, or teachers. Appropriately priced gifts will be featured including some for their favorite pets. Presents will be gift wrapped. While the merchants, volunteers and children are discretely shopping, parents will be treated to hot cider and cookies. The restaurants can offer a special family dinner for that evening. (A similar evening event can be held for men only or for women only by appropriate stores)

Lead Organization

New Castle Chamber of Commerce

New Castle Downtown Task Force

Downtown Chappaqua Survey

Thank you for your interest in the future of downtown Chappaqua. Please take a few minutes to answer the following questions. If an answer requires explanation, please add a few words, or attach a statement. If you have additional comments, or observations, please attach them.

Please return the survey to:

Ralph DiBart, 168 Madison Road, Scarsdale, New York 10583

- My definition of a healthy downtown is? _____

- How often do you use downtown Chappaqua? _____
 For what purposes? _____

- What do you consider to be downtown Chappaqua's greatest assets?
 1) _____
 2) _____
 3) _____
 4) _____

- What do you consider to be downtown Chappaqua's greatest liabilities?
 1) _____
 2) _____
 3) _____
 4) _____

- If you shop downtown Chappaqua, what types of goods do you buy and what type of stores do you use?

• Where else do you shop?

1) _____	For ? _____
2) _____	For ? _____
3) _____	For ? _____
4) _____	For ? _____

• What types of new stores do you think could succeed in downtown Chappaqua?

• How often would you use these stores? Why?

• What four (4) improvements do you feel are needed in downtown Chappaqua (in order of importance)?

1) _____

2) _____

3) _____

4) _____

Additional Comments (attach additional pages if necessary):

Additional Pages Attached : _____ No _____ Yes If yes, how many: _____

Appendix C.

**Promotion Committee
New Castle Downtown Revitalization Task Force**

**Committee Meeting
Thursday, May 29, 1997
6:00 PM, Town Hall, Conference Room A**

1. Discussion of Issues

**What events are currently scheduled Downtown?
Whom do they attract?
How well do they work to support businesses?
Are events unnecessary at certain times a year?
What shopper market(s) do we need to attract?
What events can best reach them and when?
What community organizations could help with events?
How can events be financed?**

2. Objectives

**Identify goals for different types of events.
Create a calendar of Downtown events.
Evaluate the success of events in meeting goals.
Identify new events that will attract desired markets.
Choose best times of year for events.
Explore the organizational and funding requirements.**

3. Selection of two new events for Downtown

4. Initial Follow-up Steps

5. Next Meeting

**Marketing Committee
New Castle Downtown Revitalization Task Force**

**Committee Meeting
Wednesday, May 28, 1997
6:00 PM, Town Hall, Conference Room B**

1. Discussion of Issues

**What is current marketing experience?
How well is it working?
What is the image of Downtown?
Who is the market now?
What additional market(s) should be sought?
How can we best reach them?
Is there strength in group marketing?
Should we organize retail niche marketing?**

2. Objectives

**Create a Downtown Identity.
Determine the form of a marketing program.
Choose type of marketing materials.
Explore the organizational requirements.**

3. Selection of graphics design professional and/or firm.

4. Initial Follow-up Steps

5. Next Meeting

**Promotion Committee
New Castle Downtown Revitalization Task Force**

**Committee Meeting
Thursday, June 5, 1997
8:00 AM, Town Hall, Conference Room A**

- 1. Discussion of Draft Schedule of Events**
 - Whom will they attract?
 - How well will they work to support businesses?
 - Comments, changes, deletions and additions.
- 2. Sponsorship**
 - Who should be the lead sponsor of the event?
 - What level organization will be required?
 - What community organizations could help with events?
- 3. Business Participation**
 - How can we get large participation?
 - Can businesses subscribe to the whole program?
- 4. Publicity**
 - How best to advertise each event and the series?
 - What public relations can we get in local media?
 - Collateral materials: Posters, flyers, invitations?
- 5. Funding**
 - What moneys will be required and for what?
 - How can the event be financed?
 - What volunteer in-kind services can be sought?
- 6. Next Meeting**

**Marketing Committee
New Castle Downtown Revitalization Task Force**

**Committee Meeting
Tuesday, June 10, 1997
6:00 PM, Town Hall, Conference Room A**

1. Review of Potential Projects

**Logo
Retail & Business Directory
Marketing campaign
Market Niche Collateral Materials
Welcome Wagon Coupon Gift Box
What events can best reach them and Children's
Birthday Card/Photograph
Commuters Program
Mailing List**

2. Discussion with Herb Reinke, Reinke Graphics, Inc.

**Creating an Identity for Chappaqua Business District
Graphic design
Strategic Marketing Program
Costs**

3. Selection of Initial Projects

4. Follow-up Steps

5. Next Meeting

**Promotions Committee
New Castle Downtown Revitalization Task Force**

**Committee Meeting
Thursday, June 12, 1997
8:00 AM, Town Hall, Conference Room A**

- 1. Review of Potential Events Calendar**
- 2. Review of Marketing Committee's Work**
- 3. Discussion of Initial Event(s)**

**Sidewalk Sale
Role in Community Day
Holiday Tree Lighting**

- 4. Discussion of Implementation Issues**

**Staffing
Funding**

- 5. Next Steps**
- 6. Next Meeting**

**Promotions Committee
New Castle Downtown Revitalization Task Force**

**Committee Meeting
Thursday, June 18, 1997
5:30 PM, Town Hall, Conference Room A**

1. Plans for Sidewalk Sale Event

Discussion on Possible Chamber Staff Person

2. Introduction of Two Local Events Managers

**Laurie Hilliard
Rhonda Drake**

3. Discussion of Role of Events Managers

4. Discussion of Initial Event(s) Needing Events Managers

**Holiday Tree Lighting
Horace Greeley Day**

5. Discussion of Implementation Issues

**Relationship to Chamber
Potential Responsibilities of Events Managers
Funding**

6. Next Steps

7. Next Meeting

**Marketing and Promotions Committee
New Castle Downtown Revitalization Task Force**

**Committee Meeting
Thursday, July 10, 1997
6:00 PM, Town Hall, Staff Lunch Room**

1. Joining Together Two Working Committees

**Marketing Committee
Promotion Committee**

2. Review of Committee Work Programs

3. Report from Chamber

**New Staff Person
Sidewalk Sale Progress
Membership Recruitment**

4. Report on Initial Event with Local Events Managers

Holiday Tree Lighting

5. Discussion of Next Steps

**Preparing an Annual Budget
Identifying Potential Sources
Reconvening of Entire Task Force
Public Presentation of Program**

6. Next Meeting

Appendix D.

Disposable Income Projections

<u>Example:</u> <u># of HH's:</u> <u>HH Inc.:</u>	<u>A</u> 1,000 \$35,000	<u>B</u> 2,280 \$35,000	<u>C</u> 1,000 \$80,000
<u>Comparison Goods</u>			
Apparel:			
Men/Boys	\$400,000	\$912,000	\$915,000
Women/Girls	\$724,000	\$1,651,000	\$1,542,000
Children < 2 Years	\$71,000	\$162,000	\$127,000
Footwear	\$298,000	\$679,000	\$560,000
Other Apparel	\$262,000	\$597,000	\$605,000
Subtotal:	\$1,755,000	\$4,001,000	\$3,749,000
Major Household Purchases:			
Furniture	\$345,000	\$787,000	\$599,000
Floor Coverings	\$93,000	\$212,000	\$359,000
Major Appliances	\$132,000	\$301,000	\$217,000
Subtotal:	\$570,000	\$1,300,000	\$1,175,000
Small Household Items:			
Housewares/Textiles	\$187,000	\$426,000	\$361,000
Misc. House. Equip.	\$385,000	\$878,000	\$906,000
Electronics	\$476,000	\$1,085,000	\$784,000
Pets/Toys	\$315,000	\$718,000	\$510,000
Subtotal:	\$1,048,000	\$2,389,000	\$2,051,000
TOTAL:	\$3,373,000	\$7,690,000	\$6,975,000
<u>Convenience Goods and Services</u>			
Food at Home:			
**Baked Goods, Cereals, etc.	\$465,000	\$1,060,000	\$614,000
**Meats/Fish/Eggs	\$776,000	\$1,769,000	\$1,087,000
**Dairy Products	\$349,000	\$796,000	\$435,000
**Fruits/Vegetables	\$458,000	\$1,044,000	\$638,000
**Other Food Products	\$801,000	\$1,826,000	\$1,046,000
Subtotal:	\$2,849,000	\$6,495,000	\$3,820,000
Non-Food Items:			
**Household Supplies	\$479,000	\$1,092,000	\$754,000
*Tobacco Products:	\$307,000	\$700,000	\$325,000
Alcoholic Beverages:	\$331,000	\$755,000	\$723,000
Newspapers, Videotapes, etc.	\$189,000	\$431,000	\$314,000
*Drugstore Items:	\$337,000	\$768,000	\$426,000
*Personal Care Services/Products:	\$452,000	\$1,031,000	\$693,000
Subtotal:	\$2,095,000	\$4,777,000	\$3,235,000
TOTAL Convenience:	\$4,944,000	\$11,272,000	\$7,055,000
<u>TOTAL SHOPPING GOODS: (1)</u>	\$8,317,000	\$18,962,000	\$14,030,000
Restaurants:	\$2,033,000	\$4,635,000	\$3,708,000
<u>TOTAL EXPENDITURES:</u>	\$10,350,000	\$23,597,000	\$17,738,000
** & * Supermarket Items (2)	\$3,876,000	\$9,187,000	\$5,296,000

- (1) Shopping goods expenditures minus housing, finance, taxes, insurance, vehicles, utilities, medical, pensions, entertainment, education, child care and similar non-retail expenditures.
 (2) Estimated expenditures (** = full sale from category in supermarket and * = partial sale (50%) from category in supermarket) if sold in supermarket rather than small store.

Prepared: R. DiBart, Planning & Development Services. Source: BLS Consumer Expenditure Survey.

Disposable Income Projections

Example:	A	B	C
# of HH's:	1,000	2,280	1,000
HH Inc.:	\$35,000	\$35,000	\$80,000
<u>Comparison Goods</u>			
Apparel:			
Men/Boys	1.00	2.28	2.29
Women/Girls	1.00	2.28	2.13
Children < 2 Years	1.00	2.28	1.79
Footwear	1.00	2.28	1.88
Other Apparel	1.00	2.28	2.31
Subtotal:	1.00	2.28	2.14
Major Household Purchases:			
Furniture	1.00	2.28	1.74
Floor Coverings	1.00	2.28	3.86
Major Appliances	1.00	2.28	1.64
Subtotal:	1.00	2.28	1.96
Small Household Items:			
Housewares/Textiles	1.00	2.28	1.93
Misc. House. Equip.	1.00	2.28	2.35
Electronics	1.00	2.28	1.65
Pets/Toys	1.00	2.28	1.62
Subtotal:	1.00	2.28	1.96
TOTAL:	1.00	2.28	2.07
<u>Convenience Goods and Services</u>			
Food at Home:			
**Baked Goods, Cereals, etc.	1.00	2.28	1.32
**Meats/Fish/Eggs	1.00	2.28	1.40
**Dairy Products	1.00	2.28	1.25
**Fruits/Vegetables	1.00	2.28	1.39
**Other Food Products	1.00	2.28	1.31
Subtotal:	1.00	2.28	1.34
Non-Food Items:			
**Household Supplies	1.00	2.28	1.57
*Tobacco Products:	1.00	2.28	1.06
Alcoholic Beverages:	1.00	2.28	2.18
Newspapers, Videotapes, etc.	1.00	2.28	1.66
*Drugstore Items:	1.00	2.28	1.26
*Personal Care Services/Products:	1.00	2.28	1.53
Subtotal:	1.00	2.28	1.54
TOTAL Convenience:	1.00	2.28	1.43
<u>TOTAL SHOPPING GOODS: (1)</u>	1.00	2.28	3.49
Restaurants:	1.00	2.28	1.82
<u>TOTAL EXPENDITURES:</u>	1.00	2.28	1.71
** & * Supermarket Items (2)	1.00	2.28	1.37

- (1) Shopping goods expenditures minus housing, finance, taxes, insurance, vehicles, utilities, medical, pensions, entertainment, education, child care and similar non-retail expenditures.
 (2) Estimated expenditures (** = full sale from category in supermarket and * = partial sale (50%) from category in supermarket) if sold in supermarket rather than small store.

Prepared: R. DiBart, Planning & Development Services. Source: BLS Consumer Expenditure Survey.