

**VILLAGE OF WARWICK
CENTRAL PLACE STRATEGY**

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I. Mission Statement

"Maintain the charm, originality, and uniqueness of the Village while protecting the business opportunities and growth that respond to the needs of Warwick residents and their desire for a vibrant community."

II. Introduction

In the post war era, too many communities have purchased their prosperity at the price of community character. As shopping malls and strip development lined the surrounding highways, the old downtown's became neglected eyesores. Many that did survive became just another specialty shopping district amid a vast complex of standardized retail centers. In either case, downtown's ceased to serve as repositories of community life. As that role diminished, the accidental encounters with friends, neighbors and business associates that provided gentle, unceasing reminders of shared values and experiences also diminished, and were replaced instead by isolated car trips to faceless commercial outlets.

To its credit, the Village of Warwick has avoided this fate. Throughout the rapid growth of the last twenty years, the Village remains the heart of the community--an economically viable, physically beautiful downtown that draws friends and neighbors together and attracts visitors and tourists from across the Northeast. It is an extremely walkable village that invites pedestrians to get out of their vehicle, or leave the vehicle at home, and walk to purchase goods and services.

Yet the continued growth of the Warwick area has placed the Village at a new crossroads. Population increases have caused the library and post office to seek facilities better situated to serve a larger population. Due to growing demand and changing industry requirements, some retailers are seeking new locations adjacent to the existing central business district or at larger shopping centers located in close proximity to Warwick. The Village and its residents must respond to these changing conditions in ways that improve the prosperity of the downtown, maintain the quality of life for village residents and visitors, and most importantly, sustain the downtown as the crossroads of community life.

In response to this challenge, the Village of Warwick, working with their consultants The Saratoga Associates and A. Nelessen Associates, undertook an analysis of the downtown area. This analysis included an assessment of market conditions, an identification of opportunities and constraints facing downtown Warwick, an analysis of traffic circulation and parking, and broad public outreach to help define the vision for downtown Warwick. The study area includes NYS Routes 17A/94 from the Hospital through the Village to the Welling property, and Colonial Avenue from Main Street to the Village line. Specifically, this report includes the following tasks:

Task 1:

Stakeholder Interviews - Individual interviews with downtown merchants, community leaders, and the Steering Committee. The purpose was to gain insight directly from those involved with the day to day operations of downtown Warwick.

Task 2:

Establishing the Economic, Social and Geographic Context - This task is essentially the inventory and analysis portion of the study. The analysis evaluated market conditions, demographic trends, land use, zoning, transportation, parking, and physical appearance.

Task 3:

Identification of Opportunities and Constraints - The results of tasks 1 and 2 were reviewed to identify a preliminary list of the critical issues to be addressed if downtown Warwick is to continue to serve as the community focal point.

Task 4:

Formulating a Vision for Downtown Warwick - A detailed citizen participation plan was developed to gain resident's input and vision for the future of Warwick. Vision Day 1999 was held and over 200 residents attended the four hour workshop. The results of Vision Day directly influenced many of the recommendations in this report.

Task 5:

Plan of Action - The results of the previous tasks are combined to help make strategic decisions with regard to the future of Warwick. This task outlines detailed recommendations and a methodology for carrying them out.

As downtowns, especially smaller ones, offer more locally created shops, restaurants, entertainment, museums, theater, etc., they will become the place to go to avoid the chain restaurants, the multiplex cinemas, and the same old strip commercial and retail centers – “the anywhere and everywhere” of suburbia.

III. Establishing the Economic, Social, and Geographic Context

A strong and vibrant central place defines the character of its community. Through its crossroads, community members come to know one another. Important civic ceremonies are carried out. Public and private spaces express both shared values and individual aspirations. Indeed, a central place is nothing less than the crystallization of a community's civic spirit and pride in itself. However, a central place cannot fulfill this function unless it is economically viable. This section assesses the viability of the Village of Warwick as a central place by analyzing the economic, social and geographic trends affecting its well-being.

A. Market Conditions: Understanding the Community's Demographic and Economic Trends

The Village of Warwick is located in one of the fastest growing counties in the Hudson Valley, one of the most prosperous regions in New York State. According to data from the New York Metropolitan Planning Council, throughout the first part of the 1990s, the population growth in the seven-county Hudson Valley region (Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester) was double the statewide growth rate. At the same time, Orange County sustained a 5.5 percent rate of population growth, double the rate for the Hudson Valley as a whole. (See Table 1 in the Statistical Appendix. Note that all table references in this section refer to the tables in the Statistical Appendix.)

The Town of Warwick is Orange County's largest town by both population and land area. During the first part of the 1990s, it grew at a 3.5 percent rate, slower than the County as a whole and slower than such comparably sized towns as Newburgh, New Windsor, and Wallkill. Growth in the Village of Warwick lagged behind both the County and the Town, registering a 1.7 percent gain from 1990 to 1996. (Table 2.)

An Attractive Retail Market

Despite the slow population growth, the Town and Village of Warwick have many of the characteristics of an extremely attractive retail market, particularly with regard to education, occupation and income and spending patterns. The village (census tract 14600) is the second most populous portion of the Town, next to "West Warwick "(census tract 14500). (Figure 1.) Note also that the all portions of the town have a higher incidence of individuals with at least an associates degree than does Orange County as a whole, and that the Village has a particularly high concentration of educated individuals. (Figure 2.) Consistent with its higher educational attainment, the Town of Warwick has a higher concentration of residents with executive and professional occupations than does Orange County as a whole. The Village has an even higher share in these occupations. (Figure 3.)

The Village also has a higher concentration of its population over 50 than does either the remainder of the Town of Warwick or Orange County as a whole. The Village also tends to have a smaller household size and fewer children per household than the rest of the Town. (Figures 4 through 7.) This should not

be surprising given the fact that the village houses tend to be older than those in the town and that there is a higher proportion of elderly in the Village.

A Population Putting a Premium on Convenience

One of the most striking things about the local market is the extent to which people leave the area to go to work. Half the working population of the Village commutes over 30 minutes to work, compared to only 36.8 percent for Orange County as a whole. National research on commuting populations indicates that these people place a high value on time and will pay premium prices for convenience. As will be discussed below, this has important implications for the Village. (Figure 8.)

A Relatively High-Spending Population

As reported by the 1990 Census, the Village had a median household income which was below the Town, but still exceeded the County as a whole by almost 10 percent. According to estimates from the GeoLytics Census CD+ Maps database, Warwick residents tend to spend more per capita than in Orange County's other towns. Note that only West Warwick exceeds the Village in per capita spending. This indicates that even with a relatively higher proportion of senior citizens, the Village residents are a significant source of buying power. It even suggests that senior citizens--who tend to have lower living costs to compensate for reduced incomes--may be a particularly important part of resident spending in the Village. (Figures 9 and 10).

The Exurban Parts of Town Engage in Discretionary Spending.

In the statistical appendix, figures 11 through 13 use a technique called a "location quotient" to track spending by category. Quite simply, if the residents in any one of the part of town spend a higher proportion of their income on, for example, "food away from home" than do people in Orange County as a whole, the location quotient will be greater than one. If they spend less of their money on "food away from home," the location quotient will be less than one. This analysis clearly indicates that discretionary spending is concentrated in East and West Warwick (census tracts 14500 and 14700). This suggests that the Village has the opportunity to serve these residents. West Warwick residents seem like particularly attractive clients in that it is the most populous area of town, the residents show relatively high levels of income, and high levels of both total and per capita spending.

A Growing Local Retail Market

These spending projections appear to be translating into growing sales for Village merchants. Based upon taxable sales data reported for Orange County, The Saratoga Associates estimates that retail sales in the Village increased by at least four percent between 1992 and 1997. (The official 1997 Census of Retail Trade has not been released as of the date this is written.) A brief survey of local merchants suggests that the actual increase may be closer to ten percent in some industries. Even after correcting for inflation, the sales estimates suggest there has been significant sales growth in the Village in general.

merchandise, foods stores, building materials and garden supplies, and not surprisingly, automobile sales. It is also noteworthy that the category of eating and drinking places is estimated to have had relatively flat sales despite strong resident spending on "food away from home." If this trend is borne out when the official data are released, it suggests that there is a strong local market that is not yet being fully served by the Village.

B. Implications for the Village's Role as the Central Place of the Community

This analysis holds several implications for the economic viability for Warwick's downtown. Overall this is an extremely attractive local market that should be able to sustain continued growth in retail.

Given projections in spending growth and sales, it appears very likely that infill development can occur in the Village. In addition to retail opportunities, professional offices should also provide a significant source of activity due to the ability of St. Anthony's Hospital to serve as an "anchor" to attract health care professionals and to a severe shortage of office space county-wide.

Given the relative concentration of senior citizens in the Village and the overall strength in spending among Village residents, this suggests that this market segment presents an opportunity for Village merchants.

Finally, the fact that many residents in both the Village and Town have relatively long commutes has important implications for the Village. As mentioned above, these commuters value convenience and time-saving. When shopping after work, they favor locations that offer "easy-in, easy-out shopping." This has fueled the development of commercial strip centers in bedroom communities throughout the United States. In order to maximize commuter patronage of the downtown, it is vital that the Village ensure that its traffic circulation, parking, signage and streetscapes are as user-friendly as possible. At the same time, it is equally vital that the downtown remain as pedestrian friendly as possible to serve senior citizens, another key target market for the downtown. Careful management of these issues will position the downtown to take full advantage of the substantial retail opportunities described in this analysis.

C. Land Use Patterns

Land use within the study area varies with the predominant land use being commercial. Based on information provided by the Orange County Water Authority the land use map on page seven was prepared. The intent is to illustrate the distribution of land uses throughout the study area.

As illustrated on the map, Main Street is primarily lined with commercial uses. The only exceptions are community and public service areas such as the post office, the library, the phone company, and the historic church. Other streets that support commercial development include Railroad Avenue, South Street, West Street, and Colonial Avenue near Main Street.

This central downtown area is directly surrounded by residential uses. Because of the close proximity of the neighborhoods, many people, especially senior citizens, walk to downtown to conduct their everyday business (i.e., bank, post office, grocery, etc.). This influence of people directly contributes to the success of downtown.

Intermixed with commercial and residential uses are community services such as churches and municipally owned parking lots. Additionally, running through the center of the village is an active rail-line. The tracks run northeast to southwest along the lumberyard, Bank of NY parking lot, Railroad Avenue, and along the Wawayanda Creek. The presence of these railroad tracks creates interesting challenges to both the pedestrian and motor vehicle.

Figure 1
LAND USE PATTERNS

1. Vacant or Underutilized Lands

Throughout the study area there are very few wholly vacant parcels. However, there are a number of underutilized lots or soon to be vacant lots that can be redeveloped in a manner that contributes to the strategy of creating a central place. Below is a table of parcels, buildings, and sites that have been identified throughout this study. For each site, the parcel name is listed, its location, current use, specific notes, and potential future use.

Parcel	Location	Current Use	Notes	Potential
Country Chevy	Corner of Wheeler and Main Street	Car Dealer	Will be relocating – opening up the lot	Infill Retail or Post Office
Post Office & Library	Corner of Main Street and Colonial Avenue	Post Office & Library	Potential for site to be available.	Infill retail and office with interconnected lot or Post Office occupy entire site
Warwick Dodge	Main Street & across from South Street	Car Dealer	Will be relocating – opening up the lot	Infill 2-3 story building that defines visual viewshed up South Street
Grand Union, associated lots, and Village Spring Street lot	Main Street and Spring Street	Supermarket & Parking	Unsure of Grand Union's intent	Expanded supermarket (up to 40,000 sq. ft.), expanded parking, infill retail, and public green space
Mitchells Corner	Off of Elm Street	Retail Shops	Underutilized shopping area	Create strong pedestrian connections along Elm Street and Wawayanda Creek
Outlying parking areas	<ol style="list-style-type: none"> Country Chevy lot @ Elm Street Warwick Dodge lot @ High Street Mechanical Rubber lot @ Forester Avenue 	Parking	<ul style="list-style-type: none"> Country Chevy and Warwick Dodge lots will be available when they each relocate Mechanical Rubber lot is unused 	Create all day free parking and connect to downtown shops via trolley. Trolley hours should match business hours. Merchants and employees should park here.
Wawayanda Creek	Center of Village	Stream corridor	Underutilized	Create linear trail to enhance pedestrian movement to and within downtown.

2. Land Use and Zoning

The Study area is made up of a number of different zoning districts including the following:

Zoning District	Allowable Uses	Minimum Lot Area	Required Parking (1 space for each unit of measurement)
CS - Central Shopping	<ul style="list-style-type: none"> • Office • Funeral Homes • Banks • Retail • Prof. Service • Eating & Drinking Estab. • Theaters/Cinemas • Clubs/Fraternal Lodges • Laundry Facilities • Newspaper printing • Village owned buildings • Library, museums, art galleries • <i>Conditional Uses:</i> • Manufacturing of products sold on site 	5,000 sq. ft.	<ul style="list-style-type: none"> • 300 sq. ft. or 1 per employee whichever is greater
GC - General Commercial	<ul style="list-style-type: none"> • Same as CS • <i>Conditional Uses by Special Permit:</i> • Same as CS • Hotels and Motels • Drive-in restaurants • Gas stations • Auto sales and service • Car washes 	5,000 sq. ft.	<ul style="list-style-type: none"> • 500 sq. ft. or 1 per employee whichever is greater. • If eating/drinking establ. add 1 per five seats capacity.
DS - Designated Shopping	<ul style="list-style-type: none"> • Business and Professional Office • Retail • Prof. Service • Eating & Drinking Estab. • Theaters/Cinemas • Newspaper printing 	<ul style="list-style-type: none"> • 40,000 sq. ft. for everything except Professional Office • 20,000 sq. ft. for professional office 	<ul style="list-style-type: none"> • 2 per 300 sq. ft. or 1 per employee whichever is greater. • Eating & drinking establishments: 150 sq. ft. or 1 per employee plus one per 5 seats capacity.
A/O - Apartment/Office	<ul style="list-style-type: none"> • Single and Multi-family residences • Business, professional or governmental offices • Funeral Homes • Banks 	5,000 sq. ft.	<ul style="list-style-type: none"> • 500 sq. ft. or 1 per employee whichever is greater.
I - Industrial	<ul style="list-style-type: none"> • Same as CS • Manufacturing and assembly • R&D facilities 	40,000 sq. ft.	<ul style="list-style-type: none"> • 300 sq. ft. or 1 per employee whichever is greater

Zoning District	Allowable Uses	Minimum Lot Area	Required Parking (1 space for each unit of measurement)
	<ul style="list-style-type: none"> • Public utility structures • <i>Conditional Uses:</i> • Hotels/Motels • Drive-in restaurants • Gas stations • Auto sales and service • Carwashes • Contractor storage yards 		

In general, many of the districts allow many of the same uses. The primary difference in allowable uses is in hotels and motels, drive-in restaurants, gasoline services stations and other automobile oriented uses. These uses are not allowed in the CS, DS and A/O Districts but are allowed in the General Commercial District.

Aside from different allowable uses, the remaining two characteristics that differentiate the districts are minimum lot area required (and other setback requirements) and required parking on a square footage basis. All of the districts have the same minimum lot area requirement except for the DS district. The requirements for this district focus on larger lot area requirements (i.e., 40,000 sq. ft.) than the other remaining commercial districts. The only similar district in lot area requirement is the I District. Parking requirements are very similar. Differences occur when the use involves an eating or drinking establishment where additional parking spaces are required based on seating capacity.

Generally, the allowable uses, density and bulk regulations, and parking requirements fit with standard planning practices. Where the zoning may need some adjustment is on the official zoning map. Based on an evaluation of existing and future land use patterns, minor adjustments to the commercial, A/O, and Industrial district boundaries are required to ensure that the village will continue to grow in a manner that does not overburden existing infrastructure. Please see Section V for recommended zoning map changes.

3. Charrette Results - Synthesis Map

A large portion of this study was dedicated to obtaining the public's input on their perceptions of the future vision of Warwick. To obtain this input Vision Day 1999 was held on March 6, 1999. Although the majority of the results can be found in Section IV, some results relate directly to land use and are discussed here.

The second half of the four hour workshop was to garner input on where residents shop and conduct everyday business, what they perceive as special features of downtown, where open space should be preserved or added, and where infill retail and office development should take place. In addition, residents were asked specific questions with regard to future development of key activities including a new post office, library, farmers market and a new parking structure.

The process to collect the information was very detailed. Workshop participants were assigned to one of 12 tables each with approximately 10 people. Each table had a base map showing building footprints, streets, driveways, parking areas, the creek and other water bodies, and the railroad tracks. They were given three exercises to work through and their thoughts were recorded onto three different pieces of tracing paper that overlaid the map. The SYNTHESIS PLAN on the following page is a integration of the various exercises.

Generally, the synthesis map illustrates how residents currently relate to downtown. For example, when asked where they perceived "Main Street" to be a number of different streets were highlighted. These include Main Street, Oakland, Railroad Avenue, First Street, South Street including a portion of South Street Extension, High Street, Church Street, Forester Avenue, West Street, and Colonial Avenue from Main Street to Forester. The intent of this question was to learn where people most frequently visit for shopping and purchasing of goods. Highlighting the different "Main Streets" also illustrates current pedestrian circulation pattern to and within downtown.

Residents also expressed their desires for infill buildings with retail on the ground floor and office or residential units on the second floor. With the exception of Wheeler Avenue and McEwen Street, the suggestions followed the Main Street pattern above.

When asked about open space, residents highlighted the Wawayanda Creek, the Village Green adjacent to the historic train station, the historic church and the Park, and outlying areas including the Welling and Kennedy properties.

Figure 2
SYNTHESIS PLAN

Finally, residents were specific questions regarding the Grand Union, a parking structure, the post office, the library, and the farmers market. With respect to the Grand Union, residents overwhelmingly chose to expand the Grand Union in its current location and construct a parking structure adjacent to the expanded supermarket. Some residents also suggested building the parking structure over the Grand Union itself. It was also very important to residents that public greenspace be created between the Grand Union and Main Street to create a more inviting streetscape (see visual preference survey in Section IV).

A second preferred location of a parking structure is on the Bank of New York parking lot off of South Street. Each structure would be 2 to 3 stories.

With regard to the post office and the library, residents felt that the post office could stay on its current site and be expanded to include the library. The library could be relocated to the Country Chevy site.

4. Open Space

The Village has a large amount of open space, some of which is located in the study area. Spaces include the Historic Church, the Village Green on Railroad Avenue, and Wawayanda Creek. These important spaces, albeit underutilized, serve as important attributes to downtown. In all cases, they should be preserved and enhanced so that they continue to add character.

The Wawayanda Creek, which flows through the middle of the Village, is an underutilized resource. There are virtually no public access points in the downtown area as it simply flows through the center of downtown. One unique asset is the bridge that crosses the creek connecting the South Street parking lot with Main Street. The creek also directly abuts the Village Green on Railroad Avenue. Where access points are direct, such as the Village Green, they should be enhanced to make better utilization of this resource.

D. Traffic Flow and Parking

1. Traffic Flow

Because Warwick is not unlike many other communities in New York State, Main Street is a state highway. As a result, there is a tremendous amount of traffic affecting the downtown area. Much of the traffic is along NYS Routes 17A/94 and Colonial Avenue (a.k.a., Kings Highway) as trucks and other vehicles go from northern New Jersey to NYS Route 17 in Chester. Also not unlike other villages in New York, Main Street is narrow and has numerous curb cuts. The result creates a situation where turning at certain intersections is difficult and pedestrian crossings are sometimes dangerous.

The following table illustrates traffic counts for NYS Routes 17A and 94 within the Village. The traffic volume presented in the table represents the number of vehicles (both cars and trucks) in a 24 hour time period traveling in both directions.

Because NYSDOT does not specifically count truck traffic, they provide an estimate based on the functional classification of the roadway. In order to estimate truck traffic on the road segments in the study area, the AADT must be multiplied by 3.5%.

Route	Segment	Source Year	AADTV	Estimated Truck Traffic
17A/94	Village of Florida to Kings Highway	1996	6,500	228
17A/94	Kings Highway to intersection of 94	1997	10,975	384
17A	Intersection of 94 to SR 210	1997	6,080	213
94	NJ State Line to intersection of 17A	1997	10,470	366
94	Intersection of 17A to NYS Route 17	1997	7,950	278

Source: NYS Department of Transportation, Region 8.

The increased amount of traffic in the Village slows down vehicles along the main road. Although increased traffic may appear to be a negative, it is sometimes considered a positive in downtown development. Vehicles moving too quickly through a downtown business area can have many negative effects including placing pedestrians at risk, making on-street parallel parking difficult, and moving people along rather than encouraging them to stop. The natural slow down of traffic in the village actually helps to reverse some of these negative effects. It is important, however, to keep traffic moving along slowly so as not to frustrate both visitors and local residents alike. Keeping this in mind, it is helpful to shift the focus from traffic along the roadways to the function of the major intersections in the study area.

2. Major Intersections

There are a series of intersections in the study area that do not function well especially with the increased amount of traffic over the years. These include:

- Main Street/Colonial Avenue
- Church Street/Wheeler Avenue/Main Street
- South Street/High Street/Main Street
- West Street/Main Street

Each of the intersections were analyzed by traffic engineers to study the possibility of reconfiguring the road alignment and curb cuts to ease traffic flow in the Village. As mentioned above, it can be considered a positive to have some amount of traffic congestion. However, it is important to have some traffic movement in an efficient manner. The reconfigurations in the recommendations section illustrate the possibilities as presented by the traffic engineer.

3. Parking

When reviewing parking facilities in the study area, it is helpful to think of downtown Warwick in a series of sub-districts. Each sub-district can then be related to adjacent parking areas and an assessment can be made in terms of capacity. With regard to the study area the following sub-districts were considered:

1. The intersection of Colonial and Main Street – This is a primarily auto oriented portion of downtown and parking can either be found on-site or no long-term parking is needed due to the use (i.e., convenience or gas station).
2. Main Street from Church and Wheeler to West Street – This district includes both sides of Main Street and South Street from the railroad tracks to Main Street.
3. Railroad Avenue and First Street – This includes these two streets from South to Oakland.
4. West Street, Elm Street and Oakland Avenue – This area includes the commercial properties along West Street and Mitchells Corner.

The Village of Warwick has a variety of parking options including on street (both metered and time limits) and parking lots. Currently, the Village owns three lots and leases a fourth. These lots include:

Parking Lot	Number of Spaces	Sub-district(s) Served
South Street Lot	54	Main Street; RR Avenue
Wheeler Avenue Lot	12	Main Street; adjacent neighborhoods
Spring Street Lot	47	Main Street
Bank of New York (lease)	65	Main Street; RR Avenue
TOTAL PUBLIC SPACES	178	

The TRAFFIC FLOW AND PARKING FACILITIES MAP on the following page is helpful in illustrating the relationship between existing parking and the sub-districts. Generally, the Main Street sub-district, which is the heart of downtown, appears to have ample parking. This includes access to the South Street lot, Bank of NY lot, Spring Street lot, the Grand Union lot and on street parking at meters. Upon further investigation, it was discovered that many of the spaces in these lots are taken by merchants and their employees leaving few spaces for paying customers. It is also important to note that the Grand Union lot is actually a private lot, however, the property owner and Grand Union allow the public to park there. Should this site be redeveloped and the parking removed, a centrally located parking area and badly needed spaces would be lost, placing a strain in the very heart of downtown.

In addition to these public lots, there are private lots that are used by the public including the Grand Union Lot and the lot on the corner of Forester and Colonial Avenue. Although not publicly owned these lots provide badly needed additional spaces.

Residents and visitors also have the choice of parking on street at meters as well as on street in spaces with time limits. Currently meters are located along Main Street from Church Street to Second Street, Railroad Avenue, First Street, West Street, and just a few along upper South Street and Welling Avenue. On street spaces with time limits are directly adjacent to downtown. The TRAFFIC FLOW AND PARKING FACILITIES MAP illustrates the location of the meters and parking lots.

The West Street sub-district includes small retail shops and the shopping plaza. With the exception of a few metered spaces and some on street parking and the lot associated with the plaza, there are very few parking facilities in close proximity to this sub-district.

Finally, the Railroad Avenue and First Street area is witnessing investment from property owners. Although it is exciting to witness such investment and growth, as the sub-district becomes fully redeveloped, parking will be in demand. Currently the South Street and Bank of NY lots as well as some on street metered parking serve this area.

Figure 3
TRAFFIC FLOW AND PARKING FACILITIES

E. Streetscape and the Pedestrian Realm

In conducting a market analysis, it is important to understand the infrastructure (i.e., streetscape enhancements and pedestrian realm) that services the downtown area and the buildings that define the Village of Warwick business district. The collection of public amenities includes sidewalks, trees, lighting, street furniture, trash cans, and signage. Equally important is the character and condition of the historic buildings and newer buildings that create the downtown's unique identity.

An assessment of the current conditions formed the basis of Vision Day, the half-day charrette in which the public was asked to define the future of Warwick. Existing conditions were compared to simulations of future possibilities. Residents were also shown examples from other communities. The intent was to begin to define future infrastructure needs.

Sidewalks and Pedestrian Circulation

Having a pedestrian friendly environment is a key criteria to sustain downtown development. Fortunately, Warwick is a very walkable community in that the downtown is surrounded by residential areas and there are sidewalks in most places that form a critical connection. Enhancing and maintaining the pedestrian environment should be a key focus of the village (see Section V below for specific recommendations).

Currently, there are sidewalks on most streets within the village, however, they are not always continuous on one side of the street and some of the sidewalks are in poor condition. The PEDESTRIAN CIRCULATION map on the following page highlights typical walking routes throughout the village. Two important routes to consider are labeled "Senior Walk" which connect two senior complexes into the downtown area. At a minimum these routes should have continuous sidewalks and benches along the way to offer spots to rest.

Other routes labeled on the map relate directly to the shopping districts within the downtown. Generally, these pedestrian routes follow the sub-districts described in the parking section above. The intent of these routes is to promote a circular, rather than linear, walking pattern to foster the continued development of retail areas. In general, each sub-district has adequate sidewalk coverage, however, there are some key areas that need to be addressed to ensure proper circulation.

Figure 4
PEDESTRIAN CIRCULATION

With regard to the Main Street/South Street loop, there is adequate sidewalk coverage along Main Street and Railroad Avenue. Although South Street has sidewalks, they are narrow and, in some areas, overgrown with shrubbery. An additional issue on South Street is crossing the railroad tracks. Although there are adequate markings for the vehicle, there is very little signage that relates to the pedestrian. Finally, the sidewalk connections virtually break down south of Railroad Avenue onto South Street Extension. This is a critical link back into the neighborhoods and should be enhanced.

With regard to the Elm loop, there is an adequate sidewalk system until one reaches Mitchells Corner. From this point back to Oakland, the pedestrian must walk through open parking lots. To complete this loop, a clearly defined pedestrian walkway must be delineated. One possibility would be to create a trail along the Wawayanda Creek.

Crosswalks

Another important pedestrian amenity are crosswalks which should be adequately located and highly visible to promote the safe crossing of streets. Within the study area there are a number of crosswalks on Main Street. Unfortunately, the NYSDOT removed the striping that the village completed and re-painted their own standard design. Although DOT has its standards, the result created an unattractive, virtually non-visible crossing. Remedying this situation will greatly enhance the pedestrian environment (see Section IV Community Participation for examples).

Other problem crossings include the intersection of Main Street and Colonial Avenue (a.k.a., Kings Highway). This is a key intersection in the community as it houses the library, Key Bank, and the Post Office. The intersection is also along the Senior Walk that comes from Grand Street. Currently, there is virtually no safe crossing through this intersection and there are no crosswalks indicated.

Another intersection requiring crossing improvements includes Railroad Avenue and South Street. Improving the crossing at this intersection will help foster a better connection to South Street Extension.

Finally, as seniors walk up Forester Avenue, a safe crossing at High Street would facilitate a better connection to Main Street and the services they seek there.

Street Lights, Trees, Furniture, and Signage

Currently there are very few public amenities (i.e., street trees, benches, historic lights) within each sub-district that create an inviting public space. At a minimum, there are some small trees and trash receptacles located along Main Street. There are no historic lights, only overhead cobra lights. Additionally, there are no public benches along the sidewalk. These issues were addressed at Vision Day 1999 and are discussed in Section IV. It is important to remember that a pedestrian-friendly environment helps maintain the vitality of the downtown area.

IV. Opportunities and Constraints

The following listing provides a list of assets, attributes and potential hurdles that can help guide, or stall, the continued development of downtown Warwick. This list serves as the basis of recommendations listed in Section V.

Opportunities:

- Downtown Warwick is the heart of the community
- Walkable Community
- Surrounding Residential Areas
- Multiple “Main” Streets
- Key Newly Vacated Sites (e.g., Country Chevy, Warwick Dodge) & Associated Parking Areas
- Vacant Land at Edge of Village
- High Traffic Volumes
- Ability to Provide Circular Pedestrian Routes
- Mitchells Corner
- Wawayanda Creek
- Beautiful Historic Village
- In-Tact Downtown Shopping District
- Large Senior Population

Constraints:

- Small Land Bank
- Non-continuous sidewalks and sidewalks in poor condition
- Railroad Tracks
- Poor Street Crossings
- Vacant Land at Edge of Village
- Centrally Located Parking Areas Taken by Merchants and Employees
- Difficult Intersections
- Lack of Lighting on streets adjacent to Main Street
- Haphazard Growth

V. Community Participation

On Vision Day 1999, 200+ Warwick residents came together to express their ideas regarding the future of the Village of Warwick. The day was organized into two 2-hour segments in which the residents expressed their ideas.

During the first part of the workshop residents completed a Visual Preference Survey™ as administered by A. Nelessen Associates. The survey provided an analysis of existing conditions and offered direction for the future of site planning, streetscape and architectural design standards, and visual goals and objectives for future implementation. During the second portion of the workshop, residents were given a large base map of the Village on which building footprints, streets, driveways, Wawayanda Creek and the railroad were shown. As a group, each table was asked to complete three exercises. The result was an “overlay” analysis that defined existing shopping areas (i.e., Main Street, South Street, etc.), potential new locations for infill retail development, neighborhoods, important open space, sidewalk improvement areas, and potential locations for a parking structure, post office, library, farmers market, and a 40,000 square foot supermarket.

What is a Visual Preference Survey (VPS)™?

The VPS is a trademarked technique of A. Nelessen Associates from Princeton, NJ. It is a mechanism that provides an implementable vision for the future. In order to critique the images on a scale of +10 to -10, participants were asked to respond to two questions. Do you like the image? And is the image appropriate for Warwick? The highest rated images along with other more positive images provides a practical consensus vision for Warwick. The negative images indicate those planning and building characteristics that must be eliminated in the future. They also indicate those places that can be changed quickly with public support for removal or redevelopment. The survey was organized into the following topic areas:

- Public Space
- Pedestrian Realm
- Street Furniture
- Streets
- Mobility
- Building Types
- Parking

Following is a summary of the VPS; results can be found in Appendix A.

PUBLIC SPACES

	Mean	Standard Deviation	Image
Highest Rating	8.941	1.945	Historic Church in Center of Village
Lowest Rating	3.235	5.534	Wawayanda Creek

- All images in this category are rated as a positive (i.e., above 0.0)
- Creek has high standard deviation - may show people are unsure of its future possibilities
- Highest rating indicates combination of historical values and greenspace
- Second highest image - open field
- People also value public space with people, tables, chairs, benches, banners
- Preliminary conclusions:
 - Residents value open space in its purest form as well as in a historic context.
 - The low rating on the creek indicates that this is an area with great potential and could become an important asset.

PEDESTRIAN REALM

	Mean	Standard Deviation	Image
Highest Rating	6.222	3.693	Wide sidewalk w/ people, trees, benches, lights
Lowest Rating	-4.819	4.371	Existing crosswalk across Main Street

- Highest vs. Lowest illustrates safe vs. unsafe environment
- Incorporate standard deviation into lowest score still keeps image on the negative
- Compare painted walk vs. brick -- -4.8 to 5.4
- High positives --- sidewalks with trees, large parkway, shrubs, historic lights, banners, benches
- High negatives – narrow sidewalks, no trees, open lots, haphazard orientation
- Use brick in heavily traveled areas or simulated paint or stamped concrete if cost prohibitive
- Preliminary conclusions:
 - High value on pedestrian environment reflects importance of this “walkable” community
 - Residents feel unsafe under some existing conditions (i.e., crosswalks, narrow sidewalks, etc.)

STREET FURNITURE

	Mean	Standard Deviation	Image
Highest Rating	5.378	3.178	Wood benches, historic lights, wood trash receptacles
Lowest Rating	.974	4.9	Pay phones

- All images rated as a positive
- Street furniture is important to community

STREETS

	Mean	Standard Deviation	Image
Highest Rating	6.067	3.892	Small street, parallel parking, buildings to edge, visual terminus
Lowest Rating	-4.216	4.796	Highway with sign clutter

- Eliminating signs and wide shoulder - lowest image jumps to 5.0
- Value greenspace (un-obstructed) along road edge
- Comparison - excessive pavement, many cars, little green to cobbled street, green parkway, trees, and wide street. Ratings go from -1.7 to 4.7
- Slide opposite highest image received rating of -1.9. View up South Street, car dealer is visual terminus, narrow sidewalks, overhead wires, yellow road striping.
- Preliminary conclusions:
 - Because Main Street is State Highway - DOT must become involved with community
 - Roads are Village's most important public space; influence primary image of place
 - Roads do not change, but character can

MOBILITY

	Mean	Standard Deviation	Image
Highest Rating	1.890	5.590	Motorized trolley
Lowest Rating	-.237	4.487	Bicyclist in middle of road

- Some form of mobility is important to community

BUILDING TYPES

	Mean	Standard Deviation	Image
Highest Rating	7.350	3.340	Small historic building at curb edge
Lowest Rating	-7.052	4.692	Large strip mall

- Smaller “strip” (i.e., Grand Union at Main Street edge) with sign and shrubs at curb edge improves rating to -3.8.
- Public preferred to have building at curb edge with parking behind and hidden than parking in front.
- Public sentiments follow traditional architectural design in Warwick
- Simulation on Welling Property;

Image #	Image	Rating
1.33	Open field	6.4
2.33	Large, multi-level strip	-6.8
1.34	Small, “older style, strip	-6.2
2.34	Small, “newer”, strip, larger parking area	-7.3

- Public values this space as greenspace
- There is very little tolerance for strip development with associated parking
- Changing character of strip development (i.e., flat roof to peaked roof with smaller footprint) image jumps from negative to positive
- Public values Grand Union site; would prefer to have public open space and infill retail integrated into site.

Image #	Image	Rating
1.36	Existing GU conditions	-.18
2.36	Mature trees added	2.6
1.37	Public space, remove sign, new retail	5.4
2.37	Remove sign, new retail, no public space	3.3

- Positive buildings - small scale, at curb edge, awnings, historic character. If small buildings at curb edge receive negative rating - usually in need of facade improvements

PARKING

	Mean	Standard Deviation	Image
Highest Rating	7.350	3.739	Municipal lot off South St.
Lowest Rating	-5.593	3.850	Post Office parking lot

- Value protection from parked cars (trees, shrubs)
- Dislike open-air parking lots without greenery. When greenery added images jump to positive
- Only parking structure with a positive rating – small structure with ground-floor retail, awnings and trees.

VI. Creating the Central Place Strategy - Plan of Action

There are many aspects that, when combined, will contribute to the success of downtown Warwick. These include commitments on behalf of the public, quasi-public, and private sectors in terms of organization and management, innovative land use controls, and enhancements in the public realm. Sustaining downtown Warwick as a central place to shop, eat, and socialize will require each of these sectors to work in conjunction with each other in an incremental manner to achieve success. Although there will be some larger projects that will catalyze the continued development of downtown, much of the downtown's success will be achieved incrementally through a series of programs and promotions.

The following recommendations are presented as a Plan of Action to sustain Warwick as a central place. The recommendations relate to existing entities such as the Village Board of Trustees, Planning Board, Zoning Board of Appeals, Downtown Merchants Association, Chamber of Commerce, and potential new entities such as a Parking Authority or a Business Improvement District (BID).

A. Local Organization/Management

Organization and management on behalf of different entities is perhaps the most critical aspect of achieving a successful downtown. It is the public sector, private sector, and partnerships between the public and private sectors that effectively "run the program". As evidenced by the funding of this study, village residents are fortunate to have a visionary Board of Trustees willing to enact programs and projects that will help establish downtown as a central place. The following specific recommendations relate directly to additional mechanisms that will help further this effort.

1. Implications of Market Opportunities

Before the rise of automobile travel, downtowns automatically became community centers. Now that consumers are more mobile (and can therefore choose where they wish to shop), even successful downtowns must be more pro-active in maintaining and developing their market share. This is part of the challenge facing Warwick's downtown during this time of transition: how can the retail market be used to strengthen the crossroads of the community?

Unlike most attempts to promote and/or strengthen the central business district of a small town, Warwick's central place strategy is being created in the context of success. The community is experiencing growth in population and overall economic activity. As described earlier in this report, both the Town and Village of Warwick feature well-educated, high-income populations. The Village has particularly high concentrations of professionals and senior citizens. While the Village had a median household income lower than the town, the average household size in the Village was also lower, thereby raising the disposable income available to Village residents.

Within the Village, the retail market is marked by both a high concentration of senior citizens and, as described earlier, a working population where more than half the people commute over 30 minutes to work. This suggests that there are at least two important dimensions to the Village's retail market. The senior population may tend to do more of their shopping on foot, and seek to buy staples along with discretionary purchases within the Village. Serving this segment require maintaining a diverse mix of stores and ensuring that the shopping district remains as pedestrian-friendly as possible.

On the other hand, like the nation as a whole, the working population of the Village will be looking for convenience. Their relatively long commuting time (over half commute more than 30 minutes) suggests they are willing to pay a premium for products that save time in preparation and/or use. It also suggests that, when shopping, they will prefer locations with "easy-in/easy-out" access. If the Village remains pedestrian friendly, these shoppers may be willing to make a short walk to make purchases. In the interest of saving time, they will also prefer to shop in locations where there is easy access and ample parking.

The Town also provides the Village with an attractive retail market. The census tracts with the highest household incomes in the Town are East Warwick, West Warwick and Florida/Pine Island. The three tracts with the highest per capita spending were West Warwick, East Warwick and the Village. East and West Warwick also showed the greatest evidence of discretionary income, with location quotients for entertainment spending and eating away from home well above 1.0.

Unlike the Village, these households are more likely to be younger and to have more people per household. In fact the Town provides a complementary market segment to the Village. While the Village segment features single-person households, seniors and professionals, the Town provides opportunities to sell to families. For example, East and West Warwick both have high location quotients for spending on pets, toys, and playground equipment. (The Village location quotient is less than 0.90 for this type of spending.) But this is also a segment that values time and convenience. Over 40 percent of the workers commute more than 30 minutes. Plus the households in East and West Warwick both tend to have more than one child per household, meaning much of their leisure time will be devoted to school and organized recreational activities.

The high levels of education and professional occupations among Village residents suggests there is considerable demand for goods and services related to active leisure/outdoor recreation, culture (books, arts and cultural activities), and dining. The Town's demographics add demand for household goods and recreational activities related to family life, again with a premium placed on convenience and quality. In order for the Downtown to continue to tap into these retail segments, several key issues must be addressed:

Pedestrian-friendliness: In order to continue to serve the village market segment, it is critical to maintain a pedestrian-friendly streetscape. This will continue to encourage senior citizens to use the downtown, and keep the downtown a convenient location for other village residents who can meet their shopping needs by walking.

Convenience: In both the Village and Town segments, Warwick's shoppers tend to be commuters and/or family members for whom time is at a premium. It is therefore important that the downtown remain a convenient location for them. This means that the traffic flow must minimize bottlenecks and delays. It also means that people driving into the downtown to shop are provided with a "legible" experience. The circulation routes, parking access, and store locations must be clearly designated and easily interpreted by the shopper.

Proper Store Mix: As indicated by the analysis of the local retail market, Warwick provides the downtown with several segments to serve, including families in the town, seniors in the village, and commuting professionals in the village. The downtown can become economically stronger and continue to serve as the community crossroads to the extent it can continue to attract shoppers from each of these segments. Encouraging an appropriate mix of stores can make this possible.

2. Business Improvement District (BID)

A BID is an organizing and financing mechanism available to property owners and merchants to help determine the future of their commercial areas. In New York State, as well as across the nation, BIDs are key organizational elements that directly contribute to the success of downtowns.

The overall goal of a BID is to provide for the comprehensive management for the entire downtown. Specifically, a BID manages and implements capital, maintenance or marketing plans, conducts overall management, and keeps all parties at the table. Based on NYS legislation, there are a number of different activities that a BID may undertake and include the following.

- **Public Improvements** - The BID can finance downtown public improvements such as parking lots, lighting, attractive garbage receptacles, tree planting and other streetscape improvements (e.g., brick sidewalks). It is important to note that the amount of financing that can take place is dependent upon the total assessed valuation of the properties within the district boundary.
- **Operations and Maintenance** - The BID can provide for the operation and maintenance of any of the district improvements. In particular, the BID can hire a private security force to increase the comfort of shopping or working in the business district. Snow removal on sidewalks and garbage collection are other potential activities.
- **Promotional and Marketing** - Advertising district promotions and special events, are common actions of many BID programs.

- Business Recruitment - The BID can identify retail gaps, recruit new merchants to occupy vacant stores and fill retail niches.
- Research and Planning - The BID can collect data on the district, its building owners, commercial tenants and market conditions to use in its own planning activities.

The BID is based on state law which permits property owners to band together to use the municipality's tax collection powers to "assess" themselves. These funds, which are collected by the municipality and returned in their entirety to the BID, are used to purchase supplemental services beyond those services and improvements provided by the Village.

Since the BID program is one of self-help, the success of its implementation depends on the overall community agreement on a variety of issues. These include the organizational structure of the BID, its boundaries, most-pressing needs and the amount to be spent. For example, by carefully considering its boundaries, the BID will establish where the retail and office development should take place. Addressing the real community needs will allow the BID to serve as the pulse of the local economy.

The role of the Village is to complete the legal documentation and the public review process required to establish a BID. This is accomplished through a District Plan which sets the long-range goals and objectives and details the boundaries, the assessment formula and the types of services and improvements to be provided. It also details the budget and identifies the composition of the board of directors. This documentation will serve as the basis for the State Comptroller's review and approval of the proposed BID.

By centralizing the management and coordination of business activities, property owners and merchants can also help make the business district more competitive in the regional market. If downtowns are to survive, they must not only improve physically, but also refine their image in the eyes of today's shoppers.

3. Parking Authority

Because one of the primary focuses of this study was on the availability of parking, this specific recommendation is presented. Based on information collected and analyzed in previous chapters, it is likely that the Village will have to consider providing additional parking facilities as the build-out of downtown continues. Parking facilities should be provided for merchants, their employees, and perhaps most importantly, the customer. The location and maintenance of these facilities will have a direct effect on the success of downtown development.

In order to ensure that parking is successfully integrated into downtown's development efforts, some management body, such as a parking authority, needs to oversee parking in a comprehensive, centralized manner. The parking authority can be charged with providing a broad-based strategic approach, including the establishing of goals and objectives, to the management of parking in the village. In addition, the authority can:

- Assist the BID in developing downtown by working with downtown agencies on parking policy, parking supply and demand management, and property acquisition.
- Monitor parking demands throughout the village and expand/adapt operations to meet demands.
- Play a meaningful role in monitoring emerging parking industry technology.
- Assemble land where appropriate.
- Maintain an efficient and cost-effective parking system.
- Plan, design, and supervise the construction of new facilities by utilizing both in-house staff and consultants.

Parking authorities are formed in much the same way as BIDs in that it is an authority that is established based on NYS legislation. The established authority, working in conjunction with the BID, may wish to consider some of the following recommendations:

- Create a user friendly environment such as having adequate and easy to read signs directing the visitor to the appropriate lot.
- Removing parking meters and hiring a Parking Control Officer/Customer Service Representative to provide strict enforcement of parking limits and helping pedestrians, assisting stranded motorists and patrolling alleys and parking lots. The salary can be paid for from the combined budgets of the parking authority, the BID, and the village general fund. The parking control officer can wear an official blue shirt and badge and carry maps, brochures, and a mobile phone. The person should be cross-trained in customer service and tourist assistance.
- Use remote side streets and parking lots for free all day parking. Establish a trolley system to connect to the outlying areas. The trolley times should coordinate with downtown business hours.
- Work to have downtown business owners, managers and employees buy into the parking program and increase peer pressure to participate. Businesses that sign an agreement to require management and employees to park in designated employee parking zones would be given posters or decals to be displayed in their business which proclaim their business as "customer friendly".

Alternatively, rather than form two organizational structures, the Village may wish to form only a BID and assign parking management as one of the functions. In this way, the BID can begin to manage and oversee parking issues in the village. When, and if, this function became overwhelming, the Village may wish to consider establishing the Parking Authority.

4. Regulatory

Create a Site and Architectural Design Guideline Manual

To ensure that new development fits in with the character of the Village, a Site and Architectural Design Guideline Manual should be created. Once created, the guidelines should be incorporated into the Village's Zoning Ordinance as a required set of standards.

To lessen the initial burden on the property owner and/or developer, different levels of design guidelines can be implemented.

- a. **Site Standards** - The first, least restrictive, level should focus on site standards such as landscaping parking lot interiors and along the sidewalk edge. Site standards should also include improved signage controls, awnings, and appropriate curb cut spacing. To ensure that these basic level of site improvements are completed and to entice the developer to move to the next levels, the Village can offer incentives. For example, a density bonus can be offered if the developer agrees to landscape, reduce the sign area and place the building on the site per the next level of standard.
- b. **Building Placement** - The ideal building placement within the Village would be at the back edge of the sidewalk with parking behind. Parking in front with the building set back from the street should be discouraged. A compromise would be to place one edge of the building at the edge of the sidewalk with parking on the side. The Village should strive for the most preferred building placement and, if unsuccessful, move to the other levels. Incentives, such as increase density and reduced parking, can be offered to the developer to meet these standards.
- c. **Architecture/Facade** - The highest level of standard deals with the architecture of the building. Ultimately, all retail buildings should meet with the existing historic character of the Village. This can be achieved by controlling the size of the windows, facade material, roof lines, and other architectural features.

The Site and Architectural Design Guidelines should be workable to allow the marketplace to function while at the same time allowing high quality of development that does not detract from the character of the community.

As the Village contemplates development on its fringes, it can consider implementing the highest form of design guidelines that creates mixed-use development that meets the scale and character of the village and reinforces connections back to downtown. Only in this manner will development complement, not compete, with downtown businesses.

Revise General Sign Regulations

In order to help limit sign size, number, style, placement, color and lighting, amend the sign regulations section of the municipal code to address new and existing signs in the downtown and commercial corridors. Advertising signs, such as brightly colored banners, flags, bunting and reflective garland should not be permitted. Review of signage design should be part of the site plan approval process for individual development projects. Existing non-conforming signage should be given an appropriate amortization period before removal or reconstruction is required. Code changes should be incorporated into the zoning ordinance.

Area-wide Planning

Because New York State operates under Home Rule Authority, it is difficult for communities to control development on their edges. Because the Village of Warwick is completely surrounded by the Town of Warwick there are some interesting challenges when the village considers the preservation of their unique character.

Much of the Town's land on the edge of the Village is zoned for large lot single family development. Although some may consider this technique a proper form of open space preservation, it actually divides up the land faster than many other types of development. Additionally, some town land is zoned for commercial development at the south end of the Village on NYS Route 94. It is clear that any development close to the village boundary will affect its unique character.

In response, the Village should establish a strong line of communication with the Town so that any development occurs in a manner that preserves the character of both communities. The lines of communication are currently open between the two communities, however, establishing a regular meeting schedule could help see that this practice is maintained well into the future.

Another possibility of ensuring coordination is to support NYS's recent efforts to encourage Smart Growth. Currently the Smart Growth Competitiveness Act of 1999 is in the NYS Legislature. Basically, the proposal would let regions set their own development plans. Local municipalities would retain their current rights to permit whatever kinds of development they wish, but the state would be able to limit eligibility for financial incentives if the development did not match those plans. A state task force would develop policies to encourage, not mandate, implementation of regional plans. In the end, it could help regions preserve some open space and farmland and encourage development in areas that already have needed public infrastructure.

Zoning Map Changes

As discussed in Section II, there are some changes that can be made to the zoning map that will help clarify the intent of the zoning districts in and around downtown. The PROPOSED ZONING CHANGES map on the following page illustrates the reconfiguration of existing zoning districts in the study area.

These changes are suggested as a way to more closely match the exiting land use patterns to the designated zoning districts and to promote a future land use pattern that matches the intent of this study. On the map, the CS district is recommended to be expanded as this district most closely defines the desired future growth in the village. The DS and GC districts are recommended to surround the CS district so that supporting commercial uses will continue to be developed. Finally, the A/O district is slightly expanded on the edge of downtown to incorporate the continued growth of office space.

Figure 5
PROPOSED ZONING CHANGES

B. Land Use

This section deals with specific recommendations as it relates directly to the use of land within the study area including infill development, parking configurations, and reconfiguring key intersections to improve traffic circulation.

1. Underutilized Buildings and Lots

Because the village does not have a large land bank to help encourage redevelopment, it must look to parcels that may be underutilized and question the appropriateness of their future use. A list of parcels and their potential reuse can be found in Section II. Each of these parcels are critical to the redevelopment of the village in a coordinated manner.

The village also has some uses in the downtown area that may appear to be "inappropriate" given the thrust of this study - economic development. One such example is the telephone company building located on the corner of Welling Place and Main Street. This is a very strategic parcel in that it is directly in the heart of downtown and it is not a retail or commercial use. However, the building, in a sense, holds a captive market of consumers. The employees who work for the company frequent shops and restaurants in downtown and expend dollars that this strategy is working to attract. The question remains, however, should the telephone company be relocated?

Because of the key location of the telephone company on Main Street, it may be feasible that a higher and better retail or commercial use may be more appropriate in that location. However, should the telephone company be relocated, it should remain close to downtown so that the benefits of pedestrian traffic remain.

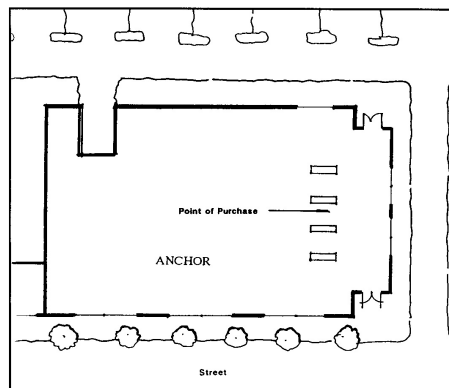
Other Key Downtown Parcels (i.e., Grand Union and Country Chevy)

Two major parcels in the center of the Village are on the verge of losing major tenants, leaving two prime development sites within the heart of downtown. Although all sites are critical, the Grand Union site presents some interesting options due to its size and location. One potential is to use the site to compete with sprawl on the fringes of the village.

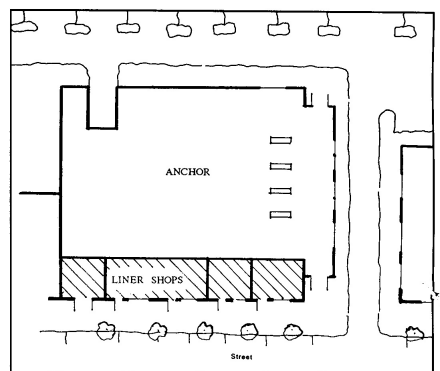
As major retailers begin to look at more neighborhood friendly designs and sites in the U.S., they are realizing that there is a unique market niche that cannot be found in suburbia. The heart of the village has a higher population density, pedestrian traffic, lower to middle income residents, and a senior population. Building on this market opportunity, the following design options are presented.

Each of the following models¹ enables buildings to be brought to the street, provides access from both the sidewalk and parking areas without creating security problems for store owners, and avoids the deadening blank wall that is common to larger retailers. In each model, parking can be creatively incorporated into a combination of on-street spaces, deck, ramp or surface lots hidden by the stores.

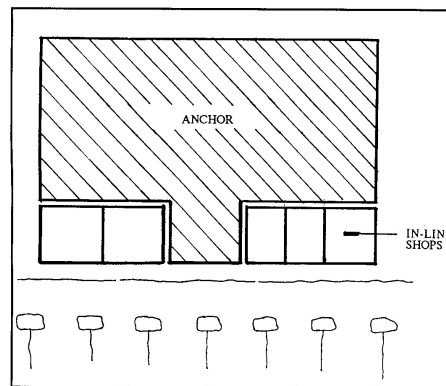
The first model allows the anchor store to occupy continuous street frontage while supplying parking at the rear of the site. This design is sensitive to retailers concerns with multiple entries. By creating a vestibule along one edge two points of entry can be created: one at the sidewalk and one off of the parking area. The building should be designed in such a manner so as to match the existing historic characteristics of the village. To avoid presenting a blank wall to pedestrians, display windows along the sidewalk are an important element. They also give the store the opportunity to market its products to pedestrian traffic.



The second model is a slight variation on the first; it goes a step further in creating a more active space along the sidewalk. In addition, it takes advantage of recent trends, particularly in grocery stores, of adding new sections that amount to stores within stores (i.e., film processing, pharmacy, florist, etc.) Within this model, existing components within the store are compartmentalized and given street frontage. Access is provided to these operations from both the store and the street, which creates a more interesting streetscape.



Another model allows the creation of a true "main street" environment while providing a high profile for a larger anchor tenant. In this scenario, the large retail store has an entrance off the sidewalk, yet the mass of the store is buried behind liner retail shops.



¹ Model adaptations taken from *New Urban News*, November/December 1997 - New Designs Fit Big Boxes into Main Streets.

2. Parking

In general, retail customers will walk from 300 to 600 feet from parking to their destinations. Employee parkers are willing to hike from 1,200 feet to 1,500 feet from car to office. These rules are useful when considering additional parking, however, they can be easily broken if the walkway is clean, well-lighted and sheltered. If these basic amenities are provided (see Enhancements below), then people are willing to walk further. Given the limited space for additional parking in downtown Warwick, it is important to carefully consider amenities that will help establish parking areas further from downtown.

Parking Zones

It is important to ask, should additional parking be provided for shoppers or workers? In Warwick it is a combination of both. As additional office space and downtown shops are developed parking is becoming difficult to find. Because of limited resources (land and financial) to develop additional parking, the village has to be creative in its ability to provide parking.

In response, the village may consider utilizing parking areas on the edge of the village. This may include, depending upon their availability, the Country Chevy Lot off of Elm Street and the Mechanical Rubber lot off of Forester Avenue; these lots should be reserved primarily for employees and shoppers when capacity warrants the need for additional space. To tote workers from the outlying parking lots to downtown, the village could establish a trolley system that runs every 15-20 minutes and whose hours correspond directly to downtown business hours. The trolley could be run by the village, the BID or even the Parking Authority. Parking in these lots should be free and clearly marked to encourage more people to use these lots rather than prime downtown parking spaces.

It is important to note that, while the amount varies from downtown to downtown, a common rule-of-thumb for the value of prime parking space is approximately \$150 to \$300 in retail sales per day, according to HyettPalma, Inc. of Alexandria, VA. Based on this calculation, the cost per year to downtown retailers is a loss of \$45,000 to \$90,000 when business owners and employees park in prime downtown spaces. Based on these values, the village should work with the BID and the parking authority to discourage employees from parking in prime spaces.

On-street Parking

On-street parking can be an important part of controlling speed and volume on traffic on downtown streets. On-street parking can help narrow streets and lanes and create interrupted sight lines - all of which help to slow drivers and make downtown streets more pleasant for cyclists, pedestrians, bus passengers and even motorists. This also makes downtown streets safer and easier to cross, increasing the viability of downtown pedestrian activity.

The village has both metered and non-metered spaces along many of its downtown streets. It is customary to consider whether it is appropriate to keep the meters or replace them with signs indicating a time limit. Although neither method is absolutely sound, there are plusses and minuses of each.

Parking meters were first used in downtown areas to help ensure that parking spaces were not occupied all day and to utilize a technology that was not dependent upon a staff person. As described above under the Parking Authority recommendation, the village may consider removing parking meters and having the Parking Authority employ a Parking Control Officer/Customer Service Representative. This may provide a more inviting/friendly atmosphere making people more eager to visit downtown Warwick.

On the other hand, current village revenue from parking meters totals just over \$100,000 per year. Should the Parking Authority take over the management of parking throughout the village, this could serve as an important source of income. Should the Parking Authority be established, both the Village and the Authority should question the overall appearance of downtown versus revenue needs. Eliminating meters clearly creates a more inviting space and, should an additional parking structure be constructed, the Authority may be able to derive lost revenue from parking fees in this structure.



In addition to metered spaces, the Village has hourly spaces along side streets including, but not limited to, Church Street, High Street, and Wheeler Avenue. It is recommended that the spaces along these streets remain in their current configuration.

Off-street Parking

Section II above lists the parking areas, total parking spaces and describes their relationship to each of the downtown sub-districts. Unfortunately there are no “rules-of-thumb” that dictate how many parking spaces are required for certain uses in downtown areas. Standards can be applied to shopping centers, however, downtown are more complex in terms of land and space uses, nature of parkers (shopper vs. Workers), transit availability, density, walk-in traffic, mixed uses, and mixed hours of operation among other factors. Typically, the downtown retail segment needs a lower ratio of parking spaces per square feet of GLA than for shopping centers. A balance must be achieved to prevent direct business losses when too few parking spaces are available.

There are many issues affecting the parking situation in downtown Warwick. One of the primary issues is the fact that merchants and their employees are occupying valuable parking spaces. A second issue is the public’s reliance on “private” parking (i.e., Grand Union lot). Finally, as downtown businesses expand (i.e., West Street, Railroad Avenue), the need for parking will intensify in a sub-district that currently lacks adequate facilities.



To alleviate parking demands in the village, the Parking Authority, jointly with the BID and the Village, may wish to consider constructing a parking deck. The structure should be in an architectural style that matches similar styles that are found in the Village and, depending upon its location, should have ground floor retail activities to help create an active public space. When asked in the Visual Preference Survey, residents indicated via the image ratings that they preferred a smaller more human-scale parking structure

rather than a larger facility.

Locations that may be considered would be the back portion of the Bank of NY lot off of South Street and the Village owned lot on Spring Street. The Bank of NY lot would be preferable as it is centrally located but slightly hidden from the main thoroughfares. Although the Spring Street lot is also hidden, the topographic change between Main Street and the Bank of NY lot offers the ability to construct a structure that will not impose upon the streetscape environment.

Signage

Signage is an important part of designing a downtown parking system. Good signage will help make parking easy for downtown visitors; it also works as an ongoing promotion for downtown parking. With this in mind, the Village should create a system that both promotes parking and easily directs the visitor. Signs can be color coded to denote the length of time parking is available. A color coded map can be produced that illustrates where the lots are and what type of parking is available (i.e., all day, 2 hr., 1 hr.). The Parking Authority can take ownership of this task and the product should be clear and easy to use.

3. Intersection Configuration

In speaking with the Transportation Committee in the Village of Warwick, a number of intersections were highlighted that need improvements to ease traffic flow through the village. The diagrams on the following pages (Figures 6 and 7) illustrate potential reconfigurations for two of the three primary intersections. Moving north to south these include: (1) Main Street and Colonial Avenue (Kings Highway) (2) Main Street, West Street, and Oakland Avenue. The Main Street, South Street and High Street intersection is also of concern to the village. Rather than constructing major changes to this intersection, less expensive options are available to improve circulation. In addition to these intersection, one minor improvement at the intersection of Wheeler Avenue and Main Street is recommended.

Main Street and Colonial Avenue (Kings Highway) - Figure 6

This intersection was perhaps the most challenging to consider a reconfiguration scheme that improved traffic flow in numerous different directions. The primary recommendation is to create a "T" intersection aligning Colonial Avenue with the Key Bank on Main Street. In order to accomplish this the island and

fountain would have to be moved approximately 20' to the southeast corner in front of the current library. Realigning the intersection creates a number of opportunities including:

- The ability to create a "public space" in front of an architecturally historic building;
- Improved pedestrian crossings;
- Left and right turn lanes; and
- Better alignment and access with existing driveways.

In addition to this primary intersection, the realignment affords the opportunity to ease traffic congestion on Forrester Avenue. The reconfiguration includes installing a new traffic signal at Forrester and Colonial Avenue. The light would stop vehicles from blocking the intersection and allow vehicles turning left to access Main Street and vehicles turning right onto Colonial free movement.

Truck movement from the north coming down Main Street to Forrester Avenue has traditionally been a problem. The quick series of turns makes it difficult for the trucks to turn onto Forrester to access the Georgia Pacific plant. To ease these turns, the reconfiguration widens the turn from Colonial onto Forrester on the southwest corner. To complete this improvement, approximately 10' of this property would have to be acquired.

Main Street, West Street, and Oakland Avenue - Figure 7

The problem with this intersection was the issue of turning left onto West Street coming from the south via Oakland Avenue. Currently, traffic backs up along Oakland Avenue as vehicles desiring to go straight have to wait behind vehicles turning left. To alleviate this problem, it is recommended that the on-street parking spaces from Railroad Avenue to West Street be eliminated in order to accommodate a left turn lane thereby allowing vehicles moving north onto Main Street clear passage.

Main Street, South Street and High Street

The primary problem with this intersection is the congestion that is created when vehicles come up South Street and turn south, or left, onto Main Street. At certain times of the day, this is a difficult turn and, as a result, traffic backs up down South Street and to a lesser degree, High Street. Additionally, south-bound Main Street traffic trying to turn onto South Street sometimes has difficulty maneuvering around the vehicles that "inch" their way out to make the left turn.

To alleviate this situation it is recommended that the left turn onto Main Street be prohibited. The primary issue with this suggestion is that shop owners along Main Street between South Street and Bank Street feel that this will greatly reduce vehicular access to their shops. Rather than driving up South Street to Main and turning left, vehicles now have one or two options. Cars can continue north on South Street, turn right on Main, left onto Wheeler (a suggested improvement - see below), and access either the Grand Union parking lot or the Spring Street parking lot. Alternatively, vehicles can turn left onto Railroad Avenue and right onto Main Street and pass through the intersection of West and Main Street which is discussed above.

To accomplish this improvement, the village may add a "No Left Turn" sign at this intersection and clearly mark crosswalks and stop lines with fresh painting every year. If the sign is not sufficient in stopping motorists from turning left, the village may consider working with NYSDOT to install a traffic light on Main Street.

Wheeler Avenue and Main Street

The current configuration of this intersection does not allow left turns onto Wheeler coming from the south along Main Street, nor does it allow a left onto Main Street from Wheeler. The primary reason for this was the fact that large trucks were using Main Street to off-load vehicles to the car dealership. It is widely understood that Country Chevy is relocating outside of the village thus opening up this parcel for redevelopment. As a result, the off-loading space on Main Street is no longer needed. When Country Chevy completes its move, it is suggested that there be no restrictions on left turns at this intersection.

Figure 6
PROPOSED INTERSECTION RECONFIGURATIONS

Figure 7
PROPOSED INTERSECTION RECONFIGURATIONS

C. Enhancements

1. Pedestrian Enhancements

Public amenities are important as they create an inviting place in which people choose to visit, eat, shop, etc. It is public amenities that define downtowns and help create a pedestrian friendly atmosphere. If a downtown area is pedestrian friendly, numerous benefits can result including:

- Maintaining the vitality of the downtown area.
- Promoting a greater sense of community. Having more people on foot increases the opportunities for social interaction.
- Making streets safer for pedestrians.
- Enhancing the environment of downtown by reducing the necessity for car trips.

People will choose to walk if the pathways are safe, comfortable, enjoyable; if distances between destinations are deemed walkable; and if destinations are clearly linked by a network of sidewalks and pathways.

As illustrated in Section II, there are numerous pedestrian loops which cover the downtown area and link back into the neighborhoods. Combined, these loops help create a vibrant downtown community. In addition to linking neighborhoods to downtown, sites on the edge of downtown should be adequately connected. These include Mitchells Corner, the Hospital, new Library, and others.

With this in mind, the village should consider the following recommendations:

Improve Crosswalks

The easier a street is to cross, the more inviting and safe it will be for pedestrians. Although stop signs and traffic signals are helpful, they are usually aimed at moving automobiles. In response, the Village should continue to work with NYSDOT Region 8 and design a highly visible crosswalk standard that can be applied throughout the village. Examples of a highly visible crosswalk can be seen in the Visual Preference Survey Result document located in [Appendix A](#). A. Nelessen Associates created a simulation using actual photographs of downtown Warwick. In cases where crosswalk improvements were shown, the ranking of the image dramatically improved. Following is an example of two such photographs. As explained in Section IV each image was rated from -10 to +10; the higher the rating the more preferred the image. When the crosswalk was changed from painted stripes to brick the image went from a -4.8 to 5.4.



VPS Rating -4.8



VPS Rating 5.4

It is recommended that the Village investigate the possibility of inlaying brick at key (i.e., heavily traveled) intersections including, at a minimum, High, South and Main Streets; Bank and McEwen Streets; and Welling and Main Streets. If brick is prohibitively expensive, painted crosswalks provide the minimum accepted standard, solid red between white lines. Other key intersections that should have painted crosswalks include Colonial Avenue and Main Street; Church, Wheeler and Main Street; Railroad Avenue and South Street; Spring Street and West Street.

Add new or widen existing sidewalks

Warwick is fortunate in that it is a compact, walkable community. To build on this attribute, sidewalks and paths must create a continuous network throughout the entire community. The pedestrian realm must be visually defined. As mentioned in Section II, most streets have sidewalks, however, they are often in poor condition or non-continuous. At a minimum, the Village should ensure that there are adequate sidewalks along the pedestrian routes defined on the PEDESTRIAN CIRCULATION map located in Section II. This includes, but should not be limited to, continuous sidewalks on Grand Street, Forester Avenue, Spring Street, South Street, Bank Street, and Railroad Avenue.

Relating specifically to Bank and Railroad Streets, the Village should ensure that strong pedestrian connections are made across Railroad Streets to the new shops and that handicapped access is improved up Bank Street to Main Street. These are two critical areas of pedestrian movement and currently, there are numerous conflicts with the automobile. Improving pedestrian access can greatly encourage movement between the Railroad Street and Main Street area.

Currently the village has a policy where they will complete the sidewalk improvement for a property owner if they so desire. The village should highly promote this policy so that more property owners will partake thereby improving the conditions of the sidewalks throughout the community.

Wawayanda Creek

In addition to ensuring that there is a continuous system of sidewalks, the village could seek to develop the Wawayanda Creek as a linear trail system. The creek's edge could be developed into a formal pathway linking the downtown sub-districts defined in Section II. Improving the creekside can provide an important link to the West and Elm Street sub-district and Mitchells Corner.

Provide Pedestrian Amenities

In addition to safe crosswalks and continuous sidewalks, it is important to have amenities that can make walking more interesting and enjoyable. Benches or ledges give people a place to rest, talk, and people watch, and should be distributed widely. Attractive human-scale lighting also helps to provide a pleasant aesthetic environment and a sense of security. Trees, planters, hanging flower baskets, banners and attractive pavement also help enhance the pedestrian environment.



VPS Rating -2.0



VPS Rating 3.4

Although there are some benches along the streets typically used by seniors, more are needed. Locate benches, pedestrian scaled lights, street trees, clocks, planters and trash receptacles along Main Street, South Street, West Street, Railroad Avenue, Welling Place, and High and Church Streets. Where sidewalk widths do not allow room for benches, planters, and trash receptacles (i.e., South Street), the

village should, at a minimum, install pedestrian scaled lighting and street trees every 20 to 30 feet along the major downtown thoroughfares. In addition to street furniture, the village should work with shop owners to install awnings on the front of buildings along Main Street and West Street to help protect the pedestrian from rain, sun and snow. As a benefit to the shop owner, the front edge of the awning can be used as an additional display area for the store name.

An additional amenity that is not often thought about is the availability of public rest rooms. Unfortunately this can be very expensive to provide for most communities. One potential would be for the Village to coordinate with the BID and the Chamber of Commerce to create a visitors information center including public rest rooms. To help fund the construction, the Village may consider grant funding from the US Department of Agriculture. There is one small program that provides funding for community facilities.

Landscape Edges

Where parking lots abut a sidewalk the village should ensure that the edge between the sidewalk and the parking lot is properly landscaped. This includes installing a small hedgerow, fence or planting strip so that the pedestrian is protected from moving vehicles.

Traffic Speed

Fast moving traffic discourages walking and makes it more dangerous for pedestrians. With this in mind, maintain slow traffic speeds on Main Street and reduce traffic speeds on other thoroughfares such as Forester Avenue.

Public Spaces

In addition to the pedestrian realm, village residents placed a high value on public spaces. When the VPS image included a barren, treeless space with parking lots directly abutting sidewalks, the image almost always registered a negative score. When trees, lights, banners, and benches were added to define a specific space the image registered a positive score. It is evident that residents not only value the pedestrian realm but also specific areas in which they can gather. When infill development occurs, care should be given to set aside space for a public gathering area. The space should be properly landscaped to create an inviting area offering shade and protection from the elements.

Parking Shuttle and Transit Service

The typical person will walk a maximum of approximately 5 minutes, or 1,300 to 1,500 feet, if provided a pleasant pedestrian realm. Other modes of transportation can significantly increase that range. To utilize parking areas located beyond this range from Main Street, the village should establish a trolley that connects to outlying areas and transports shoppers and employees into downtown. The hours of the trolley system should mirror those of downtown businesses. Every trip that can be accomplished by

walking or on a trolley reduces the need for more cars and parking spaces, wider roads, and the possibility of accidents.

With regards to transit service, New Jersey Transit Authority operates a bus system and has one stop in the Village of Warwick. Currently it is located near the Burger King on Route 94. When considering downtown development, there are a variety of uses that can be considered to increase pedestrian traffic. Transit stops are one such activity. In a sense, a transit stop creates a "captive" market as people disembark and complete some shopping before they go home for the day. Keeping this in mind, the Village should consider working with NJT to relocate the current bus stop to an area in or near the South Street parking lot.

VII. Next Steps/Priorities

One primary purposes of this report was to stimulate thinking on measures that can be implemented to ensure that downtown Warwick remains as the central place for area residents. To accomplish this task numerous recommendations are presented. However, such a long list can appear somewhat daunting. To help prioritize and direct Village officials, the following table is presented. The intent is to pull forward certain recommendations and highlight who, or what group or agency, is primarily responsible. In many cases a partnership will be necessary to achieve success.

Focus Area	Recommendation	Responsibility
Local Organization		
	Set up BID for: 1. Public Improvements 2. Operation & Maintenance 3. Promotions & Marketing	Village in partnership with merchants
	Site & Architectural Design Guideline Manual	Village
	Zoning Map Changes	Village
Land Use	Parking: 1. Secure outlying lots 2. Parking shuttle 3. Parking Garage	BID in partnership with village
	Intersection Reconfiguration 1. Main St./Colonial Ave. 2. Main St./South/High 3. Main St./West/Oakland 4. Wheeler	Village/NYS DOT Village Village Village
Enhancements	Secure grant for streetscape enhancements: 1. Crosswalk improvements 2. Pedestrian amenities 3. Streetscape enhancements	Village

Focus Area	Recommendation	Responsibility
	Secure grant for Wawayanda Creek trail study	Village in combination with Open Space Institute
	Public greenspace @ RR Ave.	Village - NYSOPR grant

VIII. Funding Mechanisms

Although the recommendations set forth in Section V will help establish the Village as the Central Place to eat, shop, and stay, some may require additional funding to see them to fruition. Many municipalities today are fortunate that the federal and state governments are providing grant funds for numerous types of projects. In many instances, it is the public funding that catalyzes a particular project. The following abbreviated list provides a general outline available sources of funding.

IX. Federal Programs

A. Department of Commerce, Economic Development Agency (EDA)

1. Economic Development Grants for Public Works and Infrastructure Development:
2. Economic Development Corporation:

B. USDA Rural Economic and Community Development (RECD)

1. Community Facilities Program

X. State Programs

A. NYSDOT ISTEA - Transportation Enhancement Program (TEA-21)

Grant applications are being accepted until July 1, 1999. This is an extremely competitive program which offers an 80% grant requiring a 20% match in local funds. Successful applications must have a unique "catch" to be awarded

B. NYSDOS, NYSOPRHP, NYSDEC - Clean Water/Clean Air Bond Act and Environmental Protection Fund

The 1996 Bond Act is an annual program and provides funds for numerous projects throughout the state. The program is currently a 50/50 match and can be used for planning and construction activities. The call for applications will be late May 1999 with a due date sometime in August 1999. Matching funds can be composed of cash, contributions, and force account labor.

C. NYS Rural New York Grant Program

This is an annual program sponsored by the NYS Planning Federation and the NYS Preservation League. Grant awards up to \$10,000 are provided with little or no required match. Funds can be used for planning activities, historic preservation, zoning ordinances, and other related projects. Applications for 1999 are due August 6, 1999.

APPENDIX A

VISUAL PREFERENCE SURVEY

APPENDIX B
MARKET STATISTICS

Statistical Appendix

The Village of Warwick Market Data

Note that in the analysis of the components of the Towns of Warwick in figures 1 through 13, the place names used refer to the following census tracts:

"Florida/Pine Island" --census tract 14400

"West Warwick"--census tract 14500

"Village"--census tract 14600

"East Warwick"--census tract 14700

"Greenwood Lake"--census tract 14800

Table 1.
THE REGIONAL SETTING: STRONG POPULATION GROWTH

	POPULATION						% Change	
	Census 1990	1991	1992	1993	1994	1995	1996	1990-1996
Dutchess	259,462	260,834	262,461	262,853	261,227	261,512	262,675	1.20%
Nassau	1,287,444	1,290,420	1,295,483	1,299,291	1,301,468	1,303,231	1,303,389	1.20%
Orange	307,647	311,730	315,412	318,377	319,961	322,349	324,422	5.50%
Putnam	83,941	85,505	86,882	88,047	89,063	90,138	90,983	8.40%
Rockland	265,475	267,856	269,919	272,872	275,275	277,034	278,136	4.80%
Suffolk	1,321,768	1,325,004	1,333,447	1,341,985	1,347,468	1,351,843	1,356,896	2.70%
Westchester	874,866	876,730	882,086	886,140	888,497	891,044	893,412	2.10%
New York Suburb **	4,400,603	4,418,079	4,445,690	4,469,565	4,482,959	4,497,151	4,509,913	2.50%
Bergen	825,380	826,251	832,097	835,876	839,351	843,338	846,498	2.60%
Essex	777,964	773,382	772,868	771,834	766,371	760,615	755,089	-2.90%
Hudson	553,099	551,829	552,144	551,472	550,803	551,198	550,789	-0.40%
Middlesex	671,811	676,321	681,811	686,535	692,365	698,029	702,458	4.60%
Monmouth	553,093	558,473	565,844	572,012	578,415	585,218	591,182	6.90%
Morris	421,361	423,034	426,750	432,208	438,812	444,212	449,218	6.60%
Passaic	453,302	453,713	455,632	459,432	462,087	463,558	464,833	2.50%
Somerset	240,245	245,260	249,759	255,596	260,733	265,158	269,902	12.30%
Union	493,819	492,932	493,064	494,797	496,491	496,735	497,281	0.70%
NEW JERSEY **	4,990,074	5,001,195	5,029,969	5,059,762	5,085,428	5,108,061	5,127,250	2.70%
NEW YORK STATE **	17,990,778	18,036,973	18,099,081	18,170,321	18,196,829	18,190,562	18,184,774	1.1%

** The 1991-1995 estimates for NY, NJ, and the United States were revised.

Table 2.
The Local Setting: Exurban Population Growth

Population Estimates	April 1, 1990	July 1, 1996	Change, 1990-96	
			Number	%
New York State	17,990,778	18,184,774	193,996	1.08
Orange County	307,647	324,422	16,775	5.45
Blooming Grove town	16,670	18,136	1,466	8.79
Washingtonville village (pt.)	4,900	5,611	711	14.51
Chester town	9,138	9,648	510	5.58
Chester village (pt.)	3,226	3,331	105	3.25
Cornwall town	11,270	11,839	569	5.05
Cornwall on Hudson village	3,093	3,092	(1)	-0.03
Crawford town	6,394	7,093	699	10.93
Deerpark town	7,832	8,226	394	5.03
Goshen town	11,503	11,891	388	3.37
Chester village (pt.)	44	46	2	4.55
Florida village (pt.)	2	2	-	0.00
Goshen village	5,255	5,250	(5)	-0.10
Greenville town	3,120	3,536	416	13.33
Hamptonburgh town	3,910	4,175	265	6.78
Maybrook village (pt.)	2	2	-	0.00
Highlands town	13,667	13,507	(160)	-1.17
Highland Falls village	3,937	3,900	(37)	-0.94
Middletown city	24,160	24,192	32	0.13
Minisink town	2,981	3,161	180	6.04
Unionville village	548	557	9	1.64
Monroe town	23,035	25,813	2,778	12.06
Harriman village (pt.)	1,694	1,698	4	0.24
Kiryas Joel village	7,437	8,717	1,280	17.21
Monroe village	6,672	7,664	992	14.87
Montgomery town	18,501	19,840	1,339	7.24
Maybrook village (pt.)	2,800	2,905	105	3.75
Montgomery village	2,696	3,024	328	12.17
Walden village	5,836	6,247	411	7.04
Mount Hope town	5,971	6,219	248	4.15
Otisville village	1,078	1,091	13	1.21
Newburgh city	26,454	26,248	(206)	-0.78
Newburgh town	24,058	26,186	2,128	8.85
New Windsor town	22,937	24,515	1,578	6.88
Washingtonville village (pt.)	6	7	1	16.67
Port Jervis city	9,060	8,935	(125)	-1.38
Tuxedo town	3,023	3,182	159	5.26

Table 2.
The Local Setting: Exurban Population Growth

Population Estimates	April 1,	July 1,	Change, 1990-96	
	1990	1996	Number	%
Tuxedo Park village	706	707	1	0.14
Wallkill town	23,016	25,095	2,079	9.03
Warwick town	27,193	28,153	960	3.53
Florida village (pt.)	2,495	2,587	92	3.69
Greenwood Lake village	3,208	3,214	6	0.19
Warwick village	5,984	6,083	99	1.65
Warwick Town Balance	15,506	16,269	763	4.9
Wawayanda town	5,518	6,059	541	9.80
Woodbury town	8,236	8,773	537	6.52
Harriman village (pt.)	594	596	2	0.34

An Attractive Local Retail Market: Professionals & Families

Figure 1.
Population Distribution, 1990

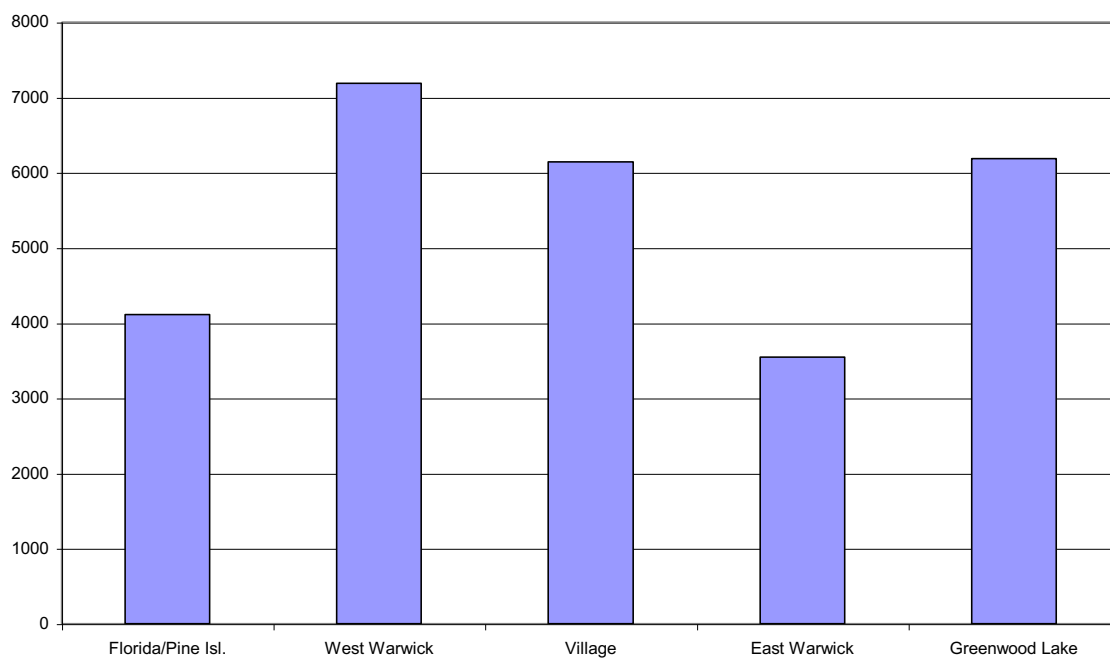
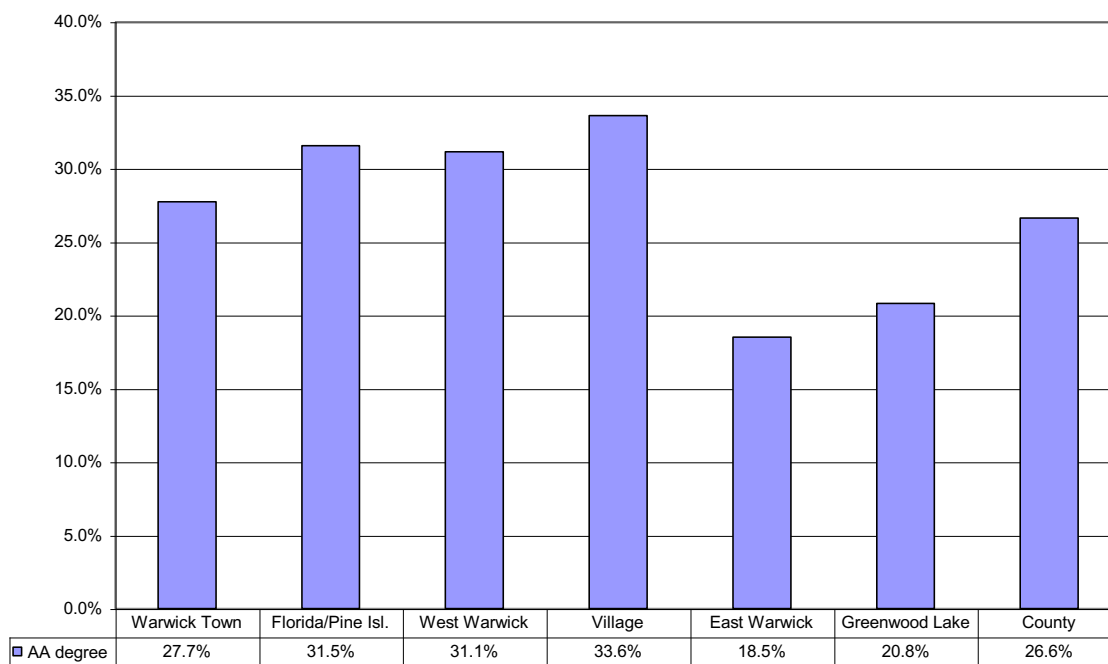
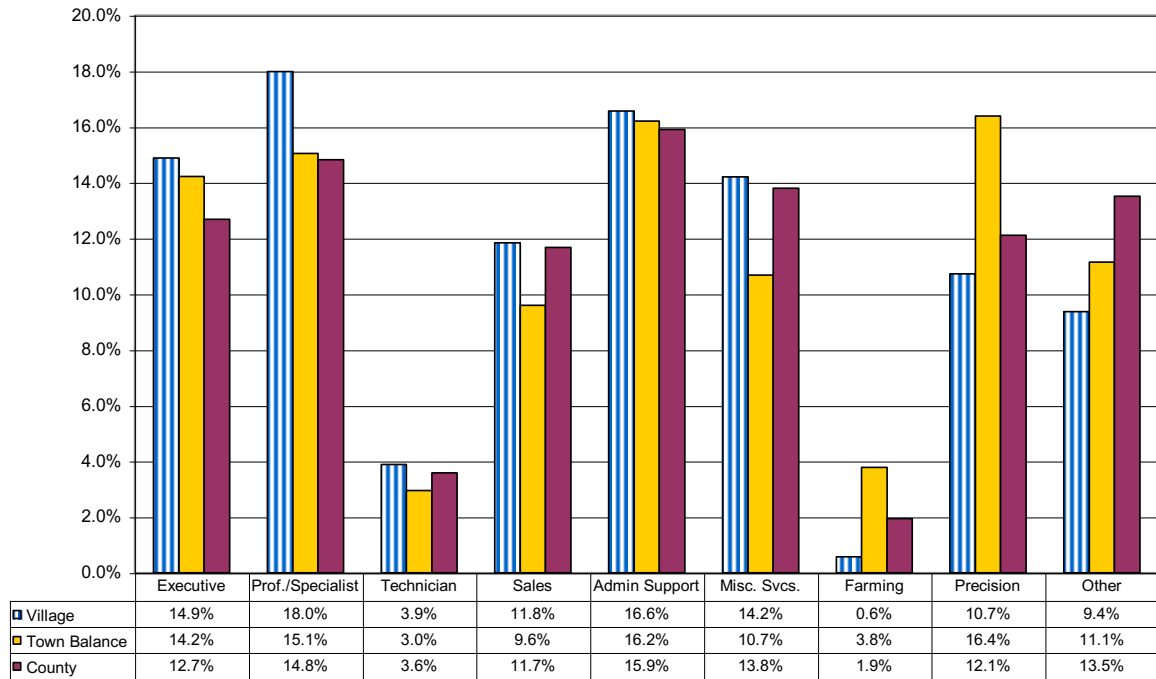


Figure 2.
Population with at least Associate Degree, 1990



**Figure 3.
Distribution of Occupations, 1990**



**Figure 4.
Age Composition Village, Town Balance & County, 1990**

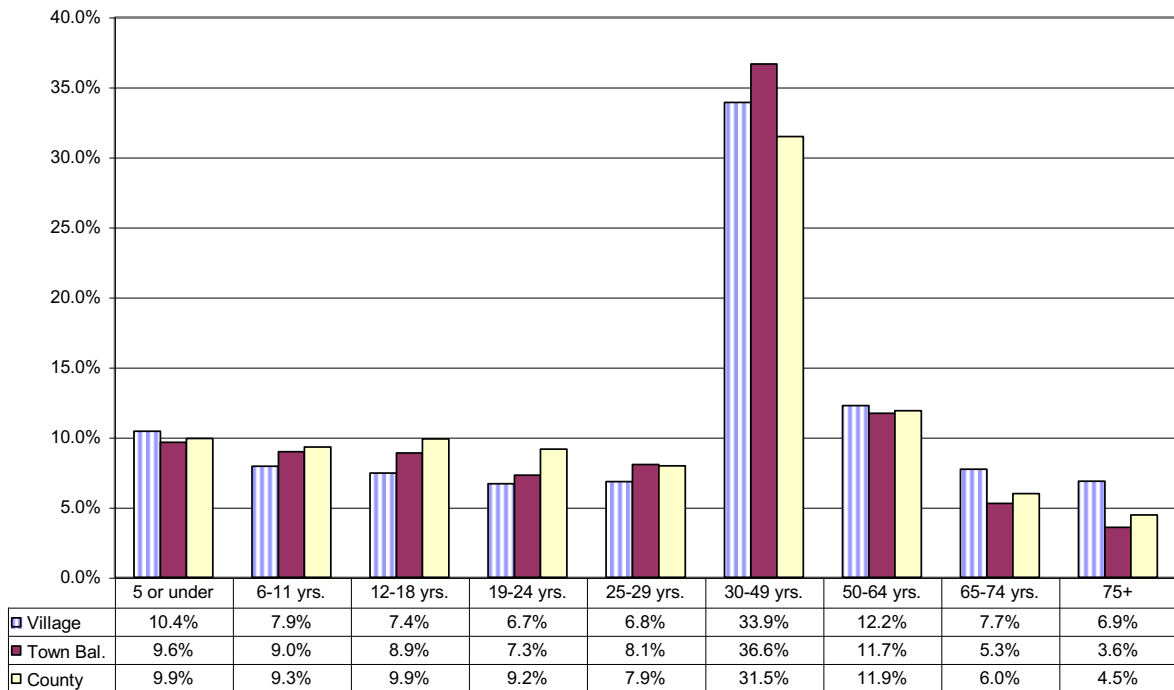


Figure 5.
Households by Number of Persons, 1990

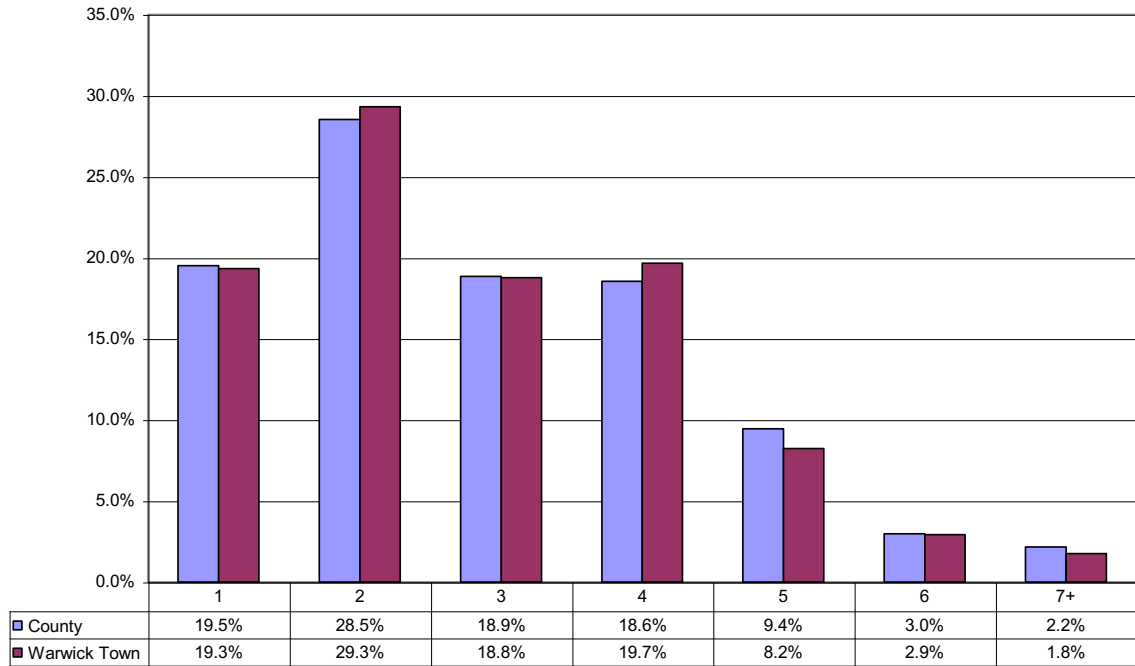
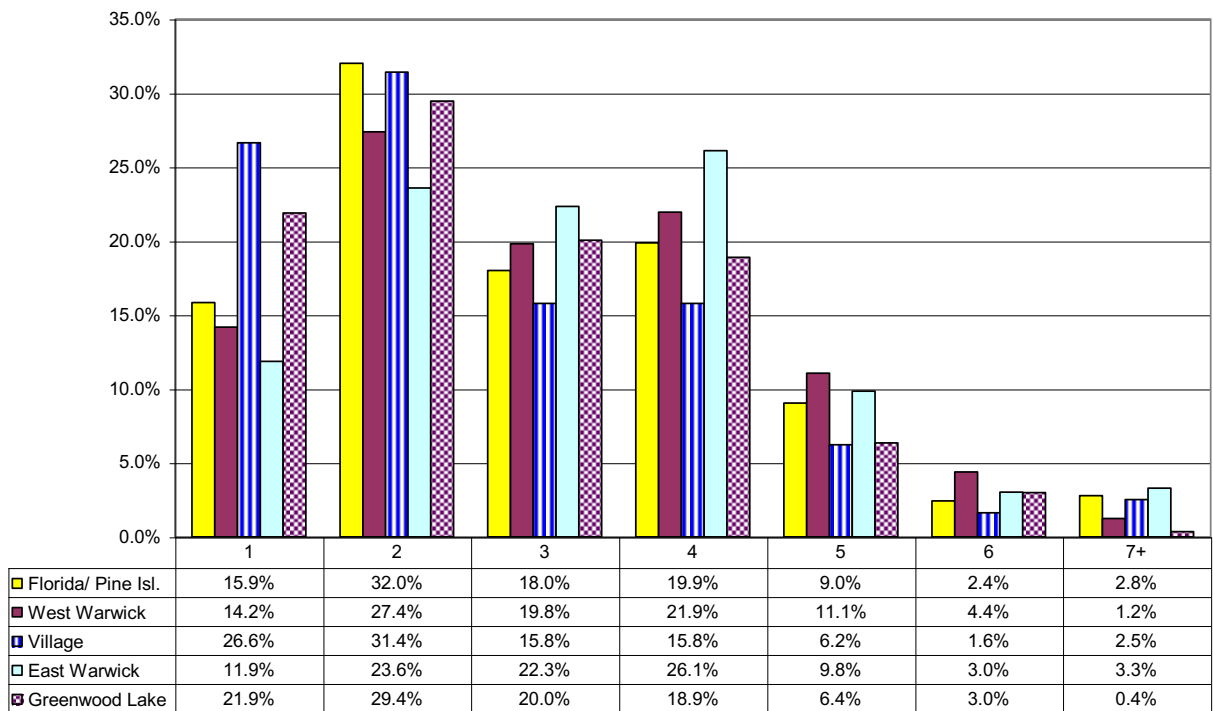


Figure 6.
Household by Number of Persons, 1990



A POPULATION WHERE TIME AND CONVENIENCE ARE PRIORITIES

Figure 7.
Children per Household, 1990

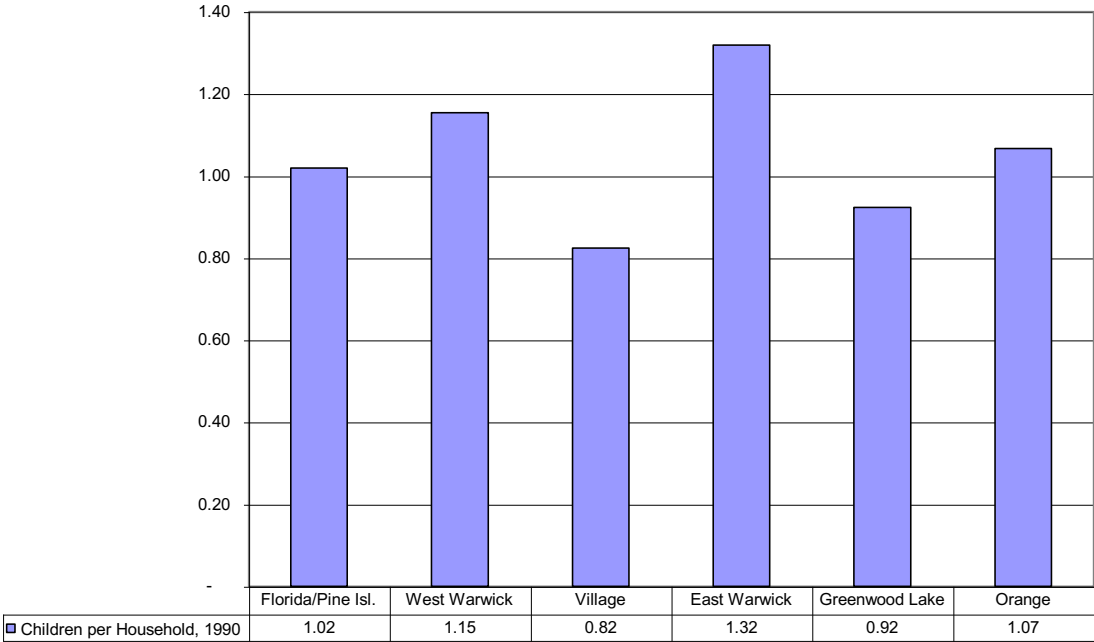
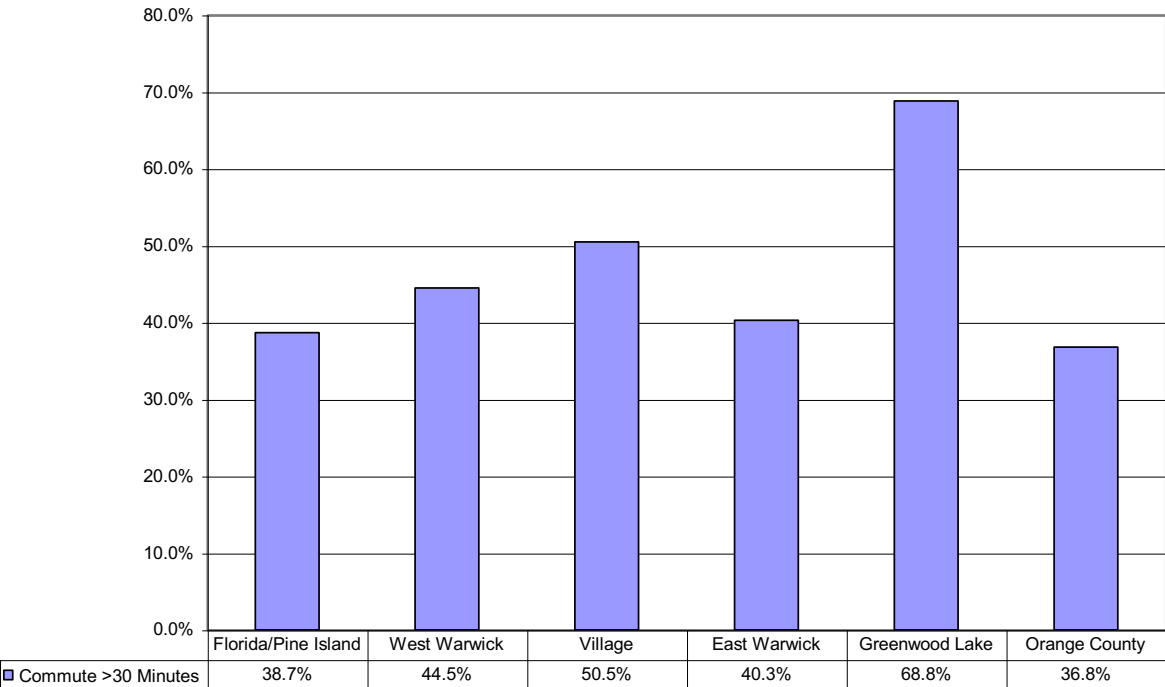
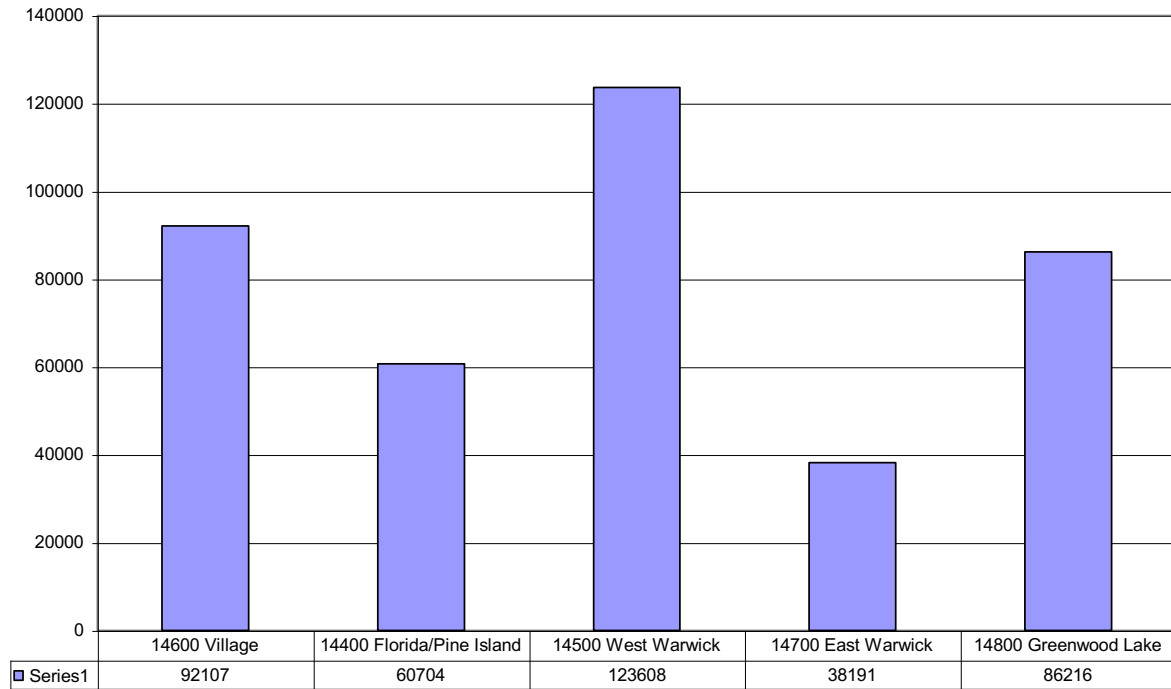


Figure 8.
% of Workers with Commute >30 Minutes, 1990



**Figure 9.
Estimated Total Spending, 1997**



**Figure 10.
Estimated Per Capita Spending, 1997**

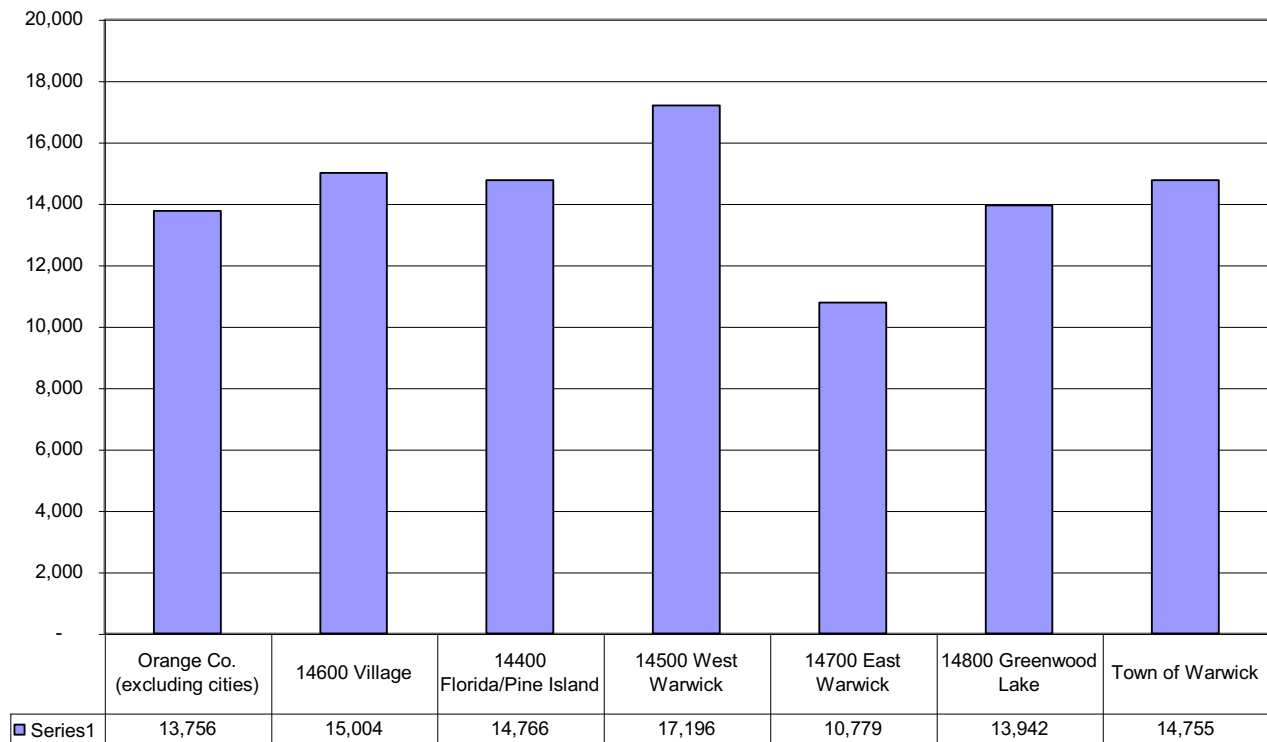


Figure 11.
Location Quotient, Entertainment Spending, 1997

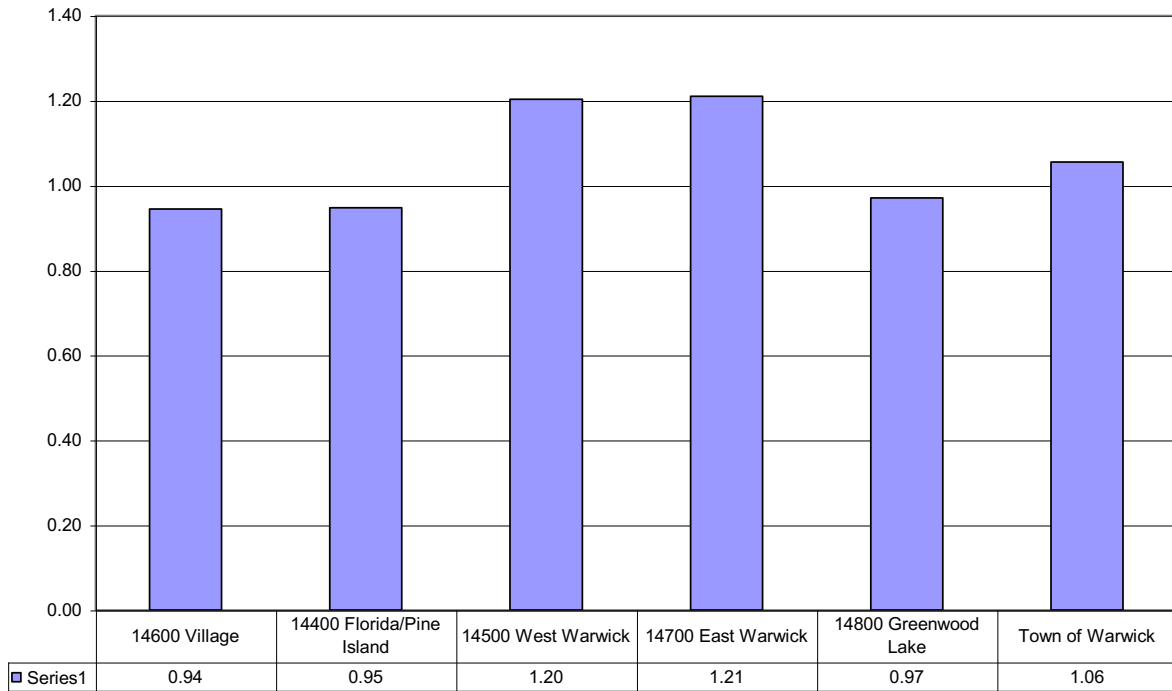


Figure 12.
Location Quotient for "Food Away from Home," 1997

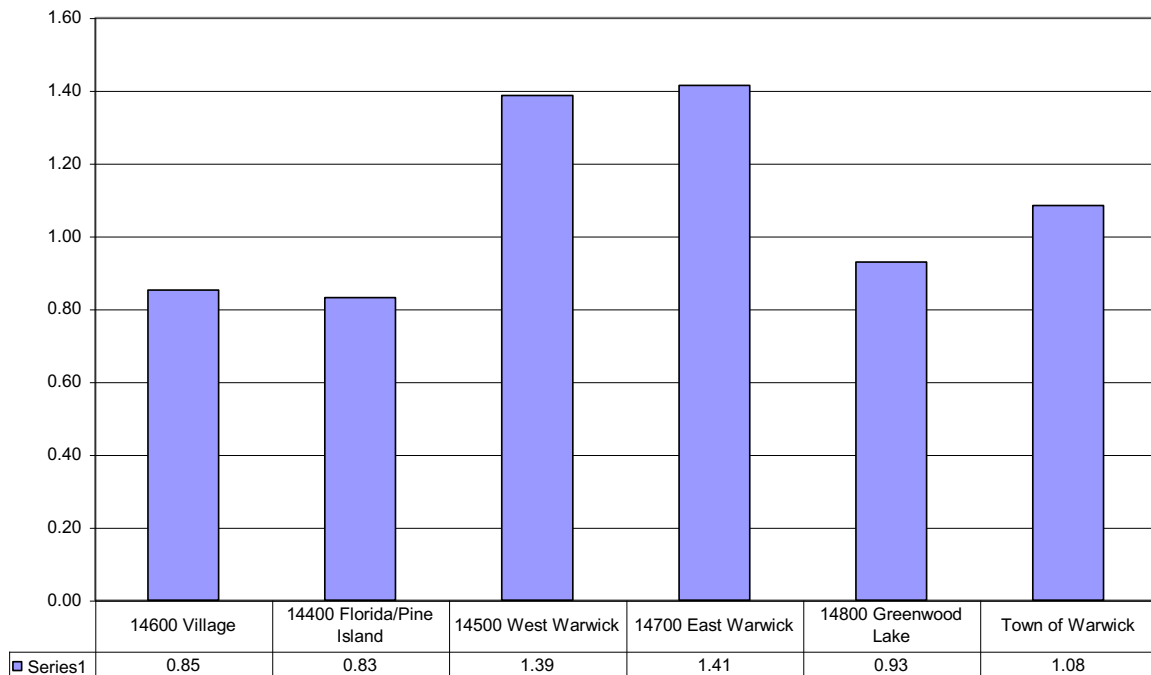


Figure 13.
Location Quotient for Spending on Pets, Toys & Playground Equip., 1997

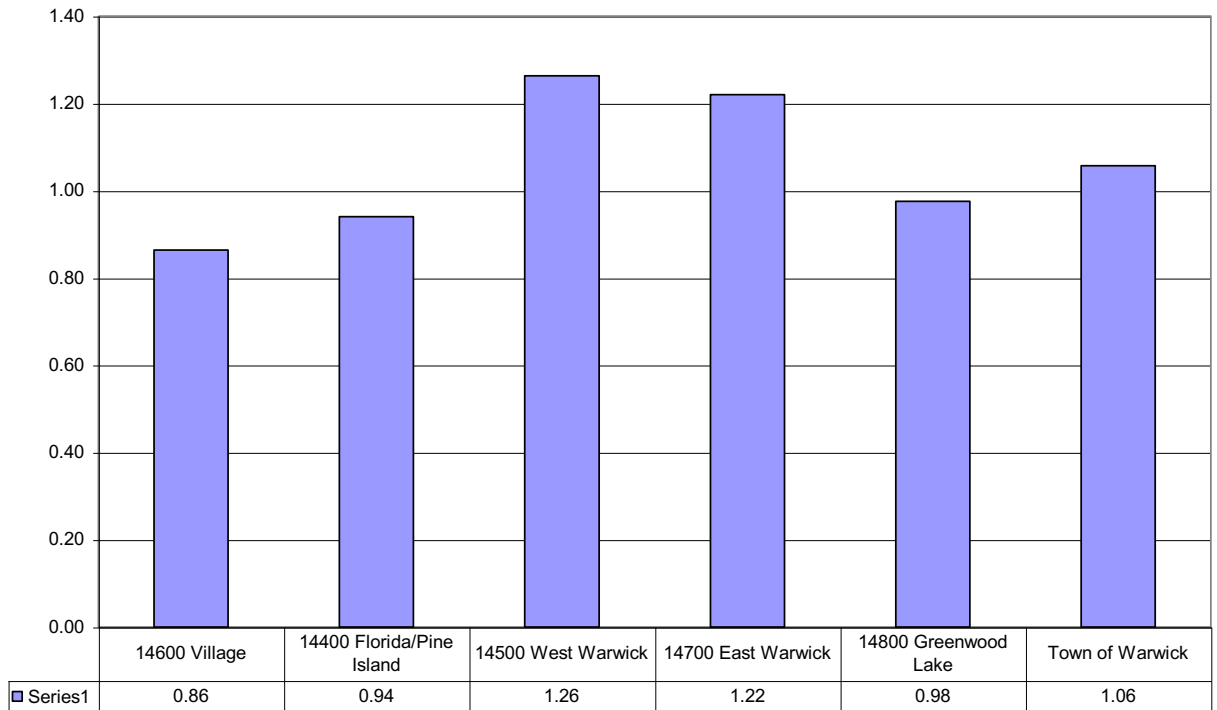


Table 3.
AN ESTIMATE OF RETAIL SALES FOR THE VILLAGE, 1997

	1992 Number of estab- lishments	1992 Sales (\$000s)	1992 Number of employees	Estimated County- wide Sales Growth 1992-97	Estimated Annual Average Growth 1992-97	Estimated 1997 Number of estab- lishments	Estimated 1997 Sales (\$000s)	Estimated 1997 Number of employees
Warwick , New York								
Description						-		
Retail Trade	61	81,747	481	22.6%	4.2%	72.0	100,208.1	567.8
Building matrl & garden supp.	5	4,283	31	46.6%	8.0%	7.3	6,280.9	45.5
General merchandise stores	1	374.5	3.1	77.8%	12.2%	1.8	665.8	5.5
Food stores	11	14,865	86	20.0%	3.7%	13.2	17,838.0	103.2
Automotive dealers	6	43,618	106	24.3%	4.4%	7.5	54,200.4	131.7
Gasoline service stations	3	5,699.5	15.7	20.0%	3.7%	3.6	6,839.4	18.8
Apparel and accessory stores	0		0					
Furniture and home furnishings	0		0					
Eating and drinking places	19	5,112	169	7.2%	1.4%	20.4	5,481.7	181.2
Drug and proprietary stores	4	4,106	25	14.2%	2.7%	4.6	4,689.0	28.5
Miscellaneous retail stores	12	3,689	34	14.2%	2.7%	13.7	4,212.8	38.8

APPENDIX C
LIST OF CONTACTS

**VILLAGE OF WARWICK
CENTRAL PLACE STRATEGY**

LIST OF CONTACTS

Name

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Sue Marsh
Louis Schmidt

Representing

Kennedy Companies - Real Estate Management and Investments
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Village of Warwick DPW