

VILLAGE OF WARWICK COMPREHENSIVE PLAN



December, 2022

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Village of Warwick Comprehensive Plan

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“Village comprehensive plan” means the materials, written and/or graphic, including but not limited to maps, charts, studies, resolutions, reports and other descriptive material that identify the goals, objectives, principles, guidelines, policies, standards, devices and instruments for the immediate and long-range protection, enhancement, growth and development of the village.

New York Village Law, Sec. 7-722. Village Comprehensive Plan

I. Introduction

A Village comprehensive plan sets a direction for the future. This plan’s recommended goals and actions provide criteria to establish policies and set priorities for Village government. It replaces the Village’s previous comprehensive plan which was adopted in 2004.

But this plan, like its predecessor, goes beyond merely setting a direction for government policy. As declared in the 2004 Village Comprehensive Plan, the 2022 Comprehensive Plan “offers guidance to anyone interested in Warwick --- including residents, property owners, businesses, organizations, and prospective businesses or investors --- about our history, our current conditions, and what we prefer as our future.”

This document has four major sections. First, the introduction provides an overview of the plan’s purpose and the planning process. Second, the Plan Goals section provides an overall vision and approach and lays out the general policy goals for the Village. The Actions & Implementation section identifies the specific steps to be taken to accomplish the plan goals and puts forward a sequenced action plan to carry out these steps. The final section, Background Studies and Community Outreach documents the data analyses and community engagement processes involved in creating this plan.

The Planning Process

The Village of Warwick Comprehensive Plan Committee has been meeting regularly since January, 2021 to update the Village’s 2004 Plan. The members of the committee are:

Mayor Michael Newhard
Barry Cheney, Village Trustee and Comprehensive Plan Committee Chairman
Judy Battista, Resident at Large, Community, Cultural and Mental Health Advocate
Elizabeth Bourne, Resident at Large
Scot Brown, Zoning Board of Appeals
Rosemary Cooper, Albert Wisner Library
Jack Ellis, Warwick Valley Historical Society
Matthew Finn, Architectural and Historic Review Board
Carly A. Foster, Community2gether/Village Trustee
Corrine Iurato, Warwick Valley Chamber of Commerce
Robert M. Kennedy III, Resident at Large, Town Planning Board
Tom McKnight, Village of Warwick Planning Board/Village Trustee
Susan Metzger, Resident at Large

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Most committee meetings have been held via Zoom. Recordings of these sessions can be viewed at the [Village YouTube channel](#).

The consultant for the plan is Peter Fairweather of Fairweather Consulting, assisted by Alta Planning & Design, focusing on issues related to transportation, mobility and parks.

Community Outreach

The planning process has involved ongoing public outreach and community engagement involving meetings/focus groups, an on-line community survey and analysis of demographic and economic data about the Village.

MEETINGS/FOCUS GROUPS

The sessions held for the plan have included:

- Zoom Session on Transportation/Parking, Alta (via Zoom), June 17, 2021
- Posters Displayed in the Wisner Library for public comment, July 9 to August 31, 2021.
- Posters Displayed at the Village Sidewalk Sale for public comment, July 10-11, 2021
- Presentation & Discussion at the Chamber Mixer, July 12, 2021
- Presentation & Discussion at the Historical Society, August 10, 2021
- Focus Group for Downtown Merchants, August 10, 2021
- Presentation & Discussion with POWER via Zoom, August 12, 2021
- Posters Displayed at the Farmers Market for public comment, August 15, 2021
- Focus Group for Civic Groups (Rotary, Lions, Knights of Columbus, POWER, August 19, 2021
- Focus Group for Artists, September 15, 2021
- Focus Group for Hispanic Community, October 13, 2021

A summary of these outreach efforts can be downloaded as a PDF in the appendices or by clicking [here](#). The results of the focus group conducted by Alta Design can be viewed in the appendices or downloaded as a PDF [here](#).

ON-LINE COMMUNITY SURVEY

In addition, a community survey was conducted on line via Survey Monkey. You can view the summary in the appendices or download the results as a PDF [here](#).

DATA ANALYSIS

The planning process also included an analysis of demographic and economic data related to the Village. You can read the analysis in the appendices or download a summary of that analysis as a PDF [here](#).

II. Plan Vision & Goals

The Plan Vision articulates the outcome desired upon the full implementation of the Plan. The Plan Approach describes the overall means by which the plan will be implemented. The goals provide areas of special focus for the Village in its work to realize the Plan Vision.

The Plan Vision: The Village as an Essential Gathering Place

THE VILLAGE OF WARWICK PLAYS A UNIQUE ROLE AS A LOCATION WHERE PEOPLE GATHER FACE-TO-FACE TO PARTICIPATE IN AND CELEBRATE COMMERCE, CULTURE AND COMMUNITY LIFE.



This plan is intended to strengthen the Village as a 21st Century gathering place by fostering attractive, walkable human-scale development that provides:

- A sense of place. . .and a sense of history
- Abundant and diverse economic opportunities
- An inclusive community of economic, ethnic and social diversity
- Strong residential neighborhoods
- Celebrations of Arts, Culture and Civic Life
- Sustainability and resilience in the face of climate change
- Physical infrastructure to support and sustain Village life in an effective and affordable manner

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For the purposes of this plan, the Village's primary role is to serve as a gathering place for face-to-face interactions involving residents, business people, tourists and visitors. Its economic, social and cultural health all depend upon the Village continuing to fill that role effectively and efficiently.

The Approach to the Plan

This plan has been created at a time when the Village has little developable vacant land within its boundaries. In the map to the right, developable vacant parcels are colored yellow.

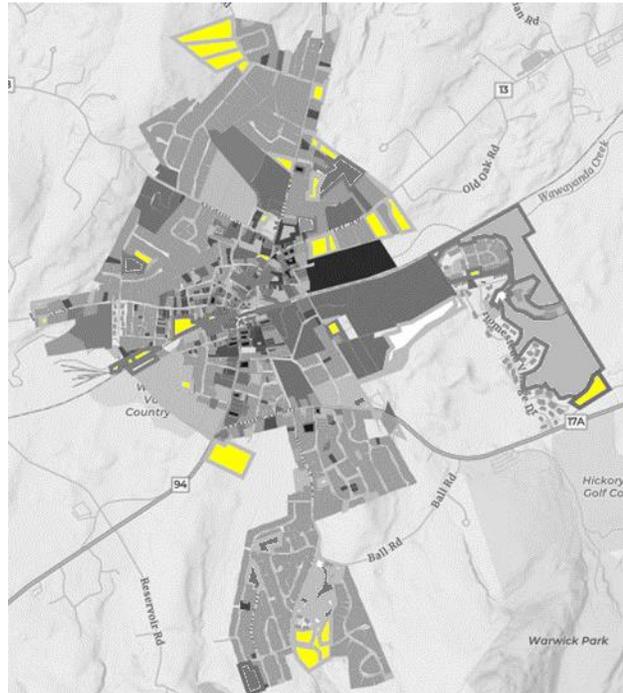
Consequently, the plan focuses on preserving and strengthening its existing assets as well as cultivating new sources of strength to enhance quality of life in the Village. In this context, in order for the Village to continue its role as a gathering place, it must address four elements of community life:

QUALITY OF PLACE as found in the quality of the built environment, housing and neighborhoods, parks and recreation as well as the culture of governance in the Village

COMMERCE AND CULTURE that support and bring meaning to daily life

CONNECTIVITY among residents, businesses, civic groups, partner municipalities and others as provided by transportation systems (including parking) and digital infrastructure

ENVIRONMENTAL SUSTAINABILITY & RESILIENCE that keeps the Village safe and affordable in the face of climate change



THE YELLOW PARCELS ARE VACANT LAND WITHIN THE VILLAGE THAT IS ABLE TO BE DEVELOPED.

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Plan Goals: Quality of Place

GOAL Q1: SAFEGUARD THE QUALITY OF RESIDENTIAL EXPERIENCE AND QUALITY OF LIFE IN THE VILLAGE.

Attractive design distinguishes the Village.



GOAL Q2: IMPROVE AFFORDABILITY OF HOUSING IN THE VILLAGE WHILE MAINTAINING THE QUALITY OF PLACE.

The Village plays a unique role in meeting local housing needs given the diversity of housing types it offers compared to the other two villages and the Town.



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GOAL Q3: CONTINUE TO INSTILL AND ENCOURAGE DIALOGUE IN THE COMMUNITY.

Village government has a distinctive culture that contributes to Warwick's quality of place. The culture is built on collaboration, inclusivity and a commitment to civic engagement. It also emphasizes maintaining a well-designed built environment in the Village and fostering entrepreneurial activity to meet local needs. The government plays an important role as convener of the Village's civil society to foster dialogue throughout the community.



Plan Goals: Commerce & Culture

GOAL C&C1: ENCOURAGE REDEVELOPMENT OF VACANT AND UNDER-UTILIZED PARCELS IN THE VILLAGE.

In a built-out Village, new growth can be accommodated in vacant and under-used areas, the Forester Avenue corridor and the Light Industry district along the railroad right of way.



GOAL C&C2: PROMOTE A BALANCE BETWEEN DIVERSIFIED RETAIL AND RESTAURANTS IN THE VILLAGE

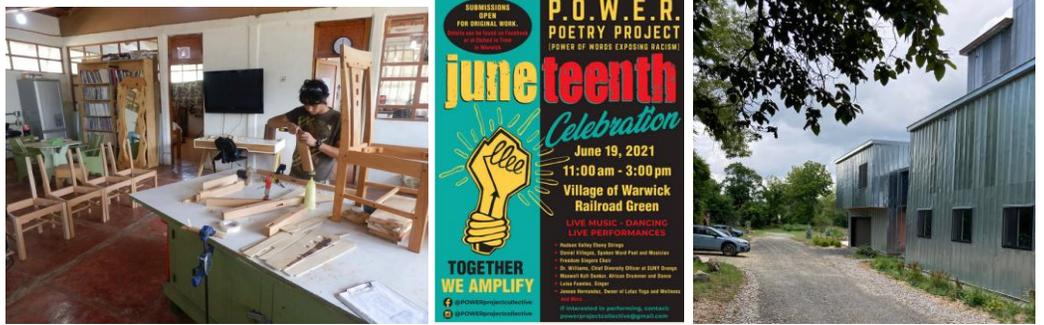
A strong downtown requires a mix of retail, hospitality and residential uses.



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GOAL C&C 3: ACCOMMODATE NEW FORMS OF ECONOMIC ACTIVITIES OR ECONOMIC ACTORS THAT RE-USE EXISTING STRUCTURES.

It is important that the Village maintain a “churn” of new establishments and new types of entrepreneurs by expanding participation in the Village economy to businesses and/or individuals currently under-represented.



GOAL C&C4: CONTINUE TO PROMOTE VILLAGE AS CENTER OF ECONOMIC, CULTURAL AND SOCIAL ACTIVITY.



The village’s primary role is to serve as a gathering place for face-to-face interactions involving residents, business people, tourists and visitors. Its economic, social and cultural health all depend upon the Village continuing to fill that role effectively and efficiently.

GOAL C&C5: SUPPORT EFFECTIVE AND EXPEDITIOUS REVIEW OF PROJECTS IN VILLAGE.

In a high-cost location like the Village, prompt decisions and community buy-in on applications keep costs down and help to attract more sophisticated developers.



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GOAL C&C6: ENCOURAGE ARTISTS TO LIVE AND PRACTICE IN THE VILLAGE.

GOAL C&C7: FOSTER CONNECTIONS BETWEEN ARTISTS AND THEIR AUDIENCES TO PROMOTE TOURISM AND ENHANCE QUALITY OF LIFE IN THE VILLAGE



Not only do culture and arts attract visitors to the community, they are an important part of what Village residents do with their time.

Plan Goals: Connectivity

GOAL C 1: IMPROVE THE VILLAGE'S CAPACITY TO ACCOMMODATE PARKING DEMAND.

It is recommended that before the Village moves forward with any major parking improvement project or investment, a complete study of the existing parking situation and the anticipated trends is conducted.

★ Public & Private Parking Lots near the Village Core.



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GOAL C2: ADOPT STREETScape IMPROVEMENT STRATEGIES TO BETTER ACCOMMODATE PEDESTRIAN AND BICYCLE TRAFFIC IN THE VILLAGE.



A well-connected community will emphasize opportunities for walking and cycling for all residents and visitors as well as a well-maintained road network.

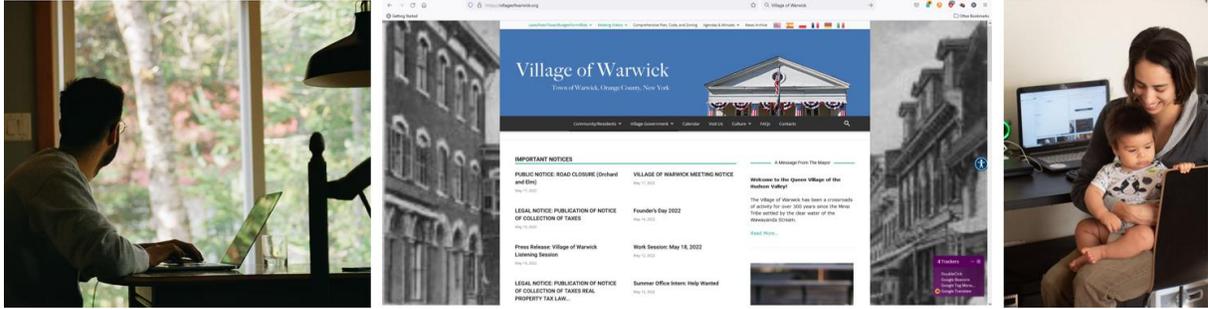
GOAL C3: FOCUS NEW INVESTMENTS IN PARKS AND RECREATION ON IMPROVING FLEXIBLE OUTDOOR RECREATION SPACES, ACTIVE TRANSPORTATION CORRIDORS, AND TRAILS.



The current and projected trends in the use of public outdoor spaces indicate that the priority should be on flexible, unprogrammed outdoor recreation space, along with trails for a variety of uses.

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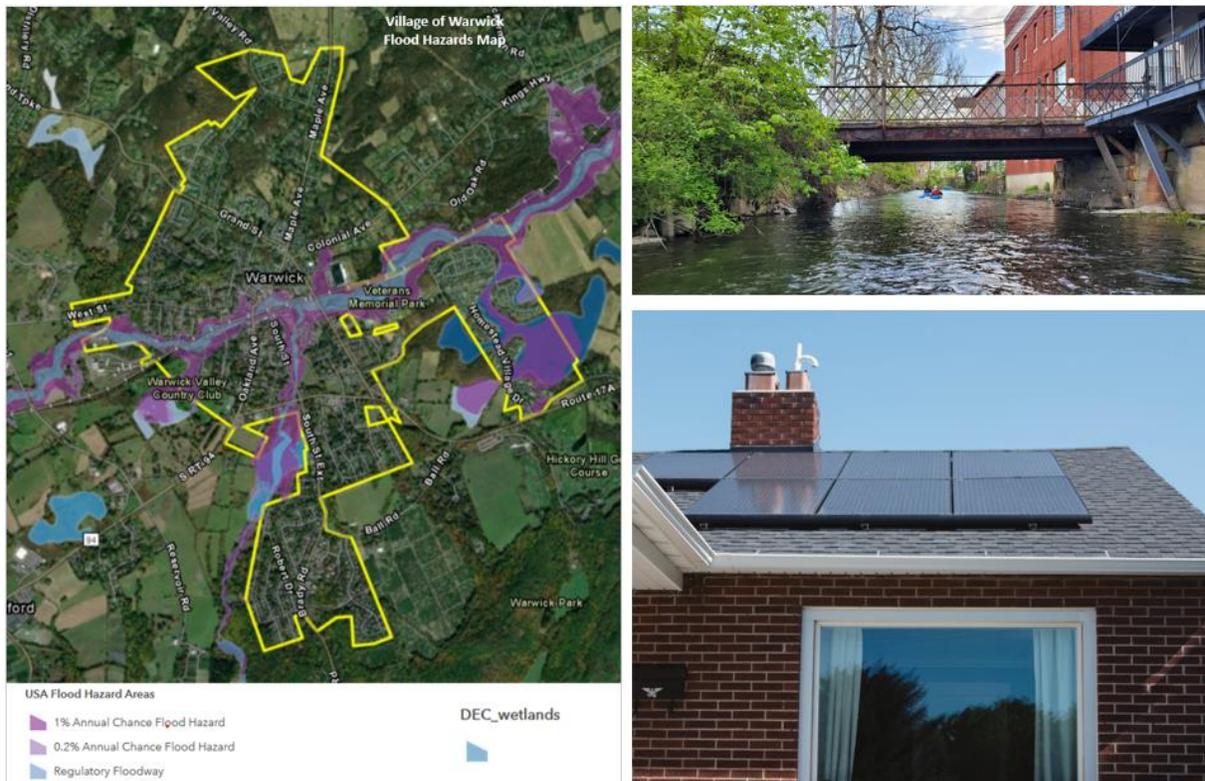
GOAL C4: ENSURE THAT AFFORDABLE BROADBAND INTERNET IS AVAILABLE THROUGHOUT THE VILLAGE.



Connectivity also extends to the digital realm, ensuring all residents and businesses have high speed access to the Internet.

Plan Goals: Resilience & Sustainability

GOAL R1: IMPROVE ENVIRONMENTAL SUSTAINABILITY AND RESILIENCE THROUGHOUT THE VILLAGE OF WARWICK.



Environmental sustainability and resilience have become essential for the continued prosperity and quality of life in the Village of Warwick.

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GOAL R2: ENSURE THAT VILLAGE SEWER AND WATER INFRASTRUCTURE CAN ACCOMMODATE FUTURE DEMAND WITHOUT DIMINISHING THE QUALITY OF SERVICE PROVIDED TO RESIDENTS AND BUSINESSES.



III. Recommended Actions & Implementation

The essence of this Comprehensive Plan is its recommended actions, each created specifically to enable the Village to accomplish the various goals of the Plan. The recommended actions are listed under their corresponding goals.

Recommended Actions: Quality of Place

GOAL Q1: SAFEGUARD THE QUALITY OF RESIDENTIAL EXPERIENCE IN THE VILLAGE

RECOMMENDED ACTION: *Create a more comprehensive and simplified system of design standards/guidelines to manage the Village's sense of place.* The quality of a place can be largely maintained or improved by managing a limited number of factors: noise, light, greenspace, transportation access and the built form. The Village has a tradition of managing these factors effectively. However, the formal mechanisms for doing so are located in a wide variety of places in current zoning, which may make it difficult for applicants and planners to understand which tools are available and how and when they may be applied. One way to improve this situation would be to create a stand-alone section of the zoning law that addresses Village design standards. This could include using the design standards from the Traditional Neighborhood Design Overlay District as design guidelines to ensure new development in the Residential and Commercial zones is in character with the existing built environment in terms of scale, materials, etc., while maintaining a diversity of price points in Village housing. The TND design standards are a powerful tool for maintaining the residential character of neighborhoods. These standards could also be used as voluntary guideline, rather than mandatory standards for other parts of the Village.

RECOMMENDED ACTION: *Strengthen provisions that buffer residential areas from commercial intrusions.* Design standards in the Village's current zoning states that "residential uses proposed adjacent to a residential district or residential uses shall be reviewed with regard to the impact of the development on such district or use. The Planning Board shall encourage the use of a combination of landscaping, buffers, berms, screens, visual interruptions, and common building materials to create attractive transitions between buildings of different architectural styles and uses."¹ While such a flexible approach has its merits, the Village should provide greater specificity to the buffers required for commercial properties abutting residential districts, establishing specific yard setbacks and or landscaping requirements in such circumstances.

RECOMMENDED ACTION: *Regularly monitor the occupancy rates of the Village's subsidized senior housing and ensure that its zoning is appropriate to foster the continued occupancy and vitality of these units.*

RECOMMENDED ACTION: *Work with the Town to designate key parcels of open space to be incorporated into a greenbelt around the Village.* The two municipalities can both benefit by jointly

¹ Village of Warwick Zoning Law, February 17, 2009, 145-91 Objectives and Design Standards, I-2, page 146,

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identifying parcels to be included in a greenbelt that could provide scenic vistas, add recreational opportunities and/or preserve the working landscape.

RECOMMENDED ACTION: Incorporate considerations of public health in making decisions regarding development policies and projects in the Village. The configuration of the built environment of the Village can be a major asset in promoting healthy lifestyles for Village residents and visitors. To the greatest extent possible, considerations of such factors as walkability, accessibility to opportunities for exercise and other contributors to public health should be included in the Village’s approach to development.

GOAL Q2: IMPROVE AFFORDABILITY OF HOUSING IN THE VILLAGE WHILE MAINTAINING THE QUALITY OF PLACE.

RECOMMENDED ACTION: Adopt policies to encourage “missing middle” housing, particularly for lands annexed into the Village. “Missing Middle Housing (MMH) are multi-unit, house-scale buildings intended to be part of low-rise residential neighborhoods. . . . [There] are numerous examples across the U.S. where, for example, a house-scale fourplex fits in nicely with single-family detached houses . . . [because] it’s the same size and footprint as a typical single-family home.”² One way to achieve the “missing middle” is by adopting form-based zoning that regulates the form and appearance of housing, but provides greater flexibility in terms of density. This can reduce construction costs and help make housing more affordable, while ensuring it is consistent with community character. While adopting such an approach throughout the residential zones may make development more complex, it would allow for greater variety of housing types while reinforcing the character of the Village’s built environment. This should include development of residential units on the upper floors of commercial buildings, where appropriate. A description of this approach is included in the plan appendices. This approach should also consider the potential to use annexation to create small farms (AKA farmettes) in the Village as an option for housing, as well as encouraging co-housing developments that include shared garden spaces for residents.

RECOMMENDED ACTION: Review Village Zoning to ensure it can accommodate new forms of home-based businesses and remote work opportunities. The Covid-19 pandemic dramatically increased opportunities for remote work and home-based businesses. The trend has been strengthened by the continuing evolution of digital technologies to promote remote working and gig-based employment. The Village’s current provisions for such activities should be reviewed to ensure they maximize the opportunities for residents while ensuring they do not negatively impact the quality of the residential experience.

RECOMMENDED ACTION: Regulate short-term rentals in the Village. The Village’s regulatory efforts should seek to balance the financial benefits that short-term rental platforms such as Air BnB can provide homeowners who rent rooms in their residence against the potential for such rentals to degrade the quality of residential life in the Village and/or limit the availability of housing for purchase and/or long-term occupancy.

RECOMMENDED ACTION: Continue to minimize the tax burden on residential properties to improve the affordability of housing in the Village. The Village should continue to seek way to reduce taxes through

² <https://missingmiddlehousing.com/about/how-to-enable>

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any economies available through intermunicipal shared services, special funding opportunities, development of tax ratables and other efforts.

RECOMMENDED ACTION: Complete the Certified Local Government Program for the Village. The State Historic Preservation Office (SHPO) administers this program which, according to its website enables qualified local governments to have access to

- Ongoing, focused support from your SHPO;
- Technical preservation assistance and legal advice;
- Direct involvement in SHPO programs, such as identifying properties that may be eligible for listing in the State and National Registers of Historic Places;
- Training opportunities that increase the ability of communities to protect their historic resources and integrate them into short- and long-term planning initiatives;
- Grants designated exclusively for CLG projects; and
- Membership in statewide and national CLG networks.³

Participation in this process would position the Village to pass a local landmarks preservation law enhancing the Village's ability to protect local landmarks of historic or architectural significance.

GOAL Q3: CONTINUE TO INSTILL AND ENCOURAGE DIALOGUE IN THE COMMUNITY.

RECOMMENDED ACTION: Establish regular joint meetings involving the Village Board, the Architectural Review Board, the Planning Board and Zoning Board of Appeals. These should occur at least two times per year to establish regular dialogue on key issues and projects facing the Village. For major projects It may be desirable to create a task force of the various boards so that the review for the project can take place in a coordinated fashion.

RECOMMENDED ACTION: Village will serve as the regular convener of an annual meeting of community civic groups to coordinate setting an annual calendar for the use of shared Village resources. This meeting should also include arts organizations and recreation leagues.

RECOMMENDED ACTION: The village should develop a mechanism to foster regular outreach to underrepresented communities in the Village. This is intended to enable Village government to maintain awareness of what perspectives are under-represented and issues facing those communities. At the time of this plan's development, such communities include, among others, members of the BiPoC (Black, Indigenous, and People of Color) community (which includes, among others, Black, Latinos, Asian-Americans) and LGBTQ (which includes, among others, Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, and Asexual.) and, in turn, to make members of those groups aware of opportunities to serve on Village committees and boards. The mechanism used could be a committee or other approach to best reflect the diversity of Warwick's under-represented communities. Such an approach could include:

³ <https://parks.ny.gov/shpo/certified-local-governments/>

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- Creating a social justice initiative that is ongoing and committed to a new way of representing and doing business to overcome racism and design a community where Equity is available for everyone.
- Developing a policy for public engagement for Warwick that not only acknowledges issues, social outrage, but develops guiding principles with strategies for inclusivity, and offer solutions.
- Developing subcommittees that work in a welcoming atmosphere to increase accessibility to opportunity as well as a strategy to evaluate Process.
- Developing, supporting, and appointing liaison(s) within a representative group or business to have voices heard that are not normally heard, or included in the process.

RECOMMENDED ACTION: Encourage regular forums for Village neighborhoods. These sessions—whether in-person or on-line—would provide a venue to ensure greater awareness of issues and opportunities in the neighborhoods on the part of the residents and local officials.

Recommended Actions: Commerce and Culture

GOAL C&C1: ENCOURAGE REDEVELOPMENT OF VACANT AND UNDER-UTILIZED PARCELS IN THE VILLAGE.

RECOMMENDED ACTION: Evaluate adding upper floor apartments as a use in Light Industry district. Under new economic conditions, the uses attracted to the Light Industry district are most likely to be services and retail. Increasingly, these uses are developed as part of mixed-use developments, with the primary use on the first floor and residential or office uses on the upper floors and this should be encouraged. In the aftermath of the COVID pandemic, the demand for office space may remain limited as remote work practices are more widely adopted. Consequently, in order to facilitate mixed-use development in the Light Industry district, it may be helpful to add 2nd and 3rd floor residential uses to that district. Adding second floor residential uses to the district may also provide additional opportunities to create new options for housing in the Village.

RECOMMENDED ACTION: Encourage redevelopment of vacant second floors in commercial properties. The Village should explore options from incentives using such tools as tax credits to taxes on vacant undeveloped commercial properties to spur their development.

RECOMMENDED ACTION: As part of a comprehensive parking study, identify underused parking lots that could be developed for commercial and/or mixed uses. Observations suggest that the parking lots for such businesses as Webster Bank, Chase Bank are currently underused. The Kuiken lot may also have potential for at least partial redevelopment. The Transportation section of the plan recommends a detailed parking study for the Village. Part of this study could determine if currently under-used private parking lots are needed to accommodate parking demand or if they are in fact available for redevelopment.

RECOMMENDED ACTION: Develop local policies for boutique lodging. As the hospitality industry is evolving, new types of lodging are being developed, ranging from boutique hotels to glamping establishments. Consequently, the Village policy should seek to accommodate such development while shaping it in a manner that preserves or enhances property values and maintain the unique character of the Village.

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For example, the Village could create a Boutique Lodging Floating Zone to assist in the siting of such facilities in the Village. Similar to the Village's Planned Adult Community Floating Zone, a Boutique Lodging Floating Zone would permit the Village to evaluate the need and demand for boutique lodging, address specific aspects of the proposed lodging, relate the type, design and layout of it to a particular site and control the impacts that such a development may have on the surrounding community. To avoid impacting residential areas, the floating zone could be limited to the Light Industry and Central Business zones.

In any case, the approach adopted by the Village should encourage innovative developments that enable the Village to capture the economic benefits of tourism in a manner consistent with the existing character of the Village's built environment.

GOAL C&C2: PROMOTE A BALANCE BETWEEN DIVERSIFIED RETAIL AND RESTAURANTS IN THE VILLAGE TO MEET BASIC NEEDS OF RESIDENTS.

RECOMMENDED ACTION: *Ensure start-up retailers have access to smaller footprint spaces.* This can include:

- smaller storefronts on secondary and tertiary streets in commercial zones
- creation of a new multi-use facility that could include an indoor market space with small stalls for retailers as well as pop-ups. This could be encouraged by the Village pre-approving a location for such a use through a Generic Environmental Impact Statement or similar means.

RECOMMENDED ACTION: *Accommodate innovative mixes of retail, dining and other uses.* In order to compete with on-line shopping, retail establishments have begun to combine their establishments with other uses, such as dining, drinking and entertainment. In order to maintain a strong retail sector, the Village should encourage such innovative mixing of uses (e.g., residences) with retail, particularly if such mixes allow the presence of retail operations providing groceries and other daily staples to Village shoppers.

GOAL C&C3: ACCOMMODATE NEW FORMS OF ECONOMIC ACTIVITIES OR ECONOMIC ACTORS THAT RE-USE EXISTING STRUCTURES.

RECOMMENDED ACTION: *Encourage/incentivize merchant ownership of buildings.* In the focus group held for merchants for this plan, it was pointed out that merchants are much more likely to succeed and remain in the Village if they are able to own their own building. The Village should seek to create incentives for merchants to own their own buildings in the downtown through such policies as:

- A partial exemption of property taxes for 10 years or less under Section 485-b of the New York State Real Property Tax Law for properties experiencing improvements of \$10,000 or more.
- Establish a revolving loan fund for such purpose. This can be created by the Village in partnerships with commercial lenders and government agencies. Public sources for capitalizing a revolving loan fund include the United States Department of Agriculture (via the Rural Economic and Community Development Administration), Housing and Urban Development (via Community

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Development Block Grants), and the Department of Commerce (via the Economic Development Administration).

- Other appropriate incentives can be created by using such sources as historic preservation tax credits, a SBA 504 loan for the purchase or construction of existing buildings or land, new facilities or long-term machinery and equipment (<https://www.sba.gov/funding-programs/loans/504-loans>)

RECOMMENDED ACTION: Encourage initiatives that broaden participation in the Village economy.

During the focus group for Latino communities in the Village, it was pointed out that there are entrepreneurs and small business people in those communities who need various forms of assistance ranging from translation of legal documents to basic business assistance to small business financing. The Village should ensure that, to the greatest extent possible, those looking to operate businesses in the Village have ready access to such services. In addition, the Village should encourage the Chamber of Commerce to hold sessions for Village merchants and commercial property owners on various types of technical and financial assistance available to them.

RECOMMENDED ACTION: Ensure that home offices for remote workers and home-based businesses are adequately accommodated in Village zoning.

The COVID pandemic has seen a rise in remote work and working at home, particularly as people relocate to smaller towns such as Warwick. This trend is likely to continue. The Village should review its current provisions for home offices to ensure that these new trends can be accommodated with minimal disruption of residential areas.

GOAL C&C4: CONTINUE TO PROMOTE VILLAGE AS CENTER OF ECONOMIC, CULTURAL AND SOCIAL ACTIVITY.

RECOMMENDED ACTION: Promote better use of outdoor spaces and rights of way for dining, the arts and other social, cultural activities.

The Village's response to the Covid involved creative ways to encourage retail, hospitality and arts-related businesses through eased restrictions on the use of outdoors space and rights of way. Beyond the end of pandemic, the Village should continue use this approach to foster even greater economic activity in the Village by taking advantage of outdoor spaces including rooftop dining.

RECOMMENDED ACTION: Explore the possibility for a Visitors/Welcome Center. Tourism is central to the Village's economy. Creating a visitors/welcome center can improve the attractiveness of the Village for visitors by improving their experience and directing them to facilities such as parking, restrooms, etc. To assist with its staffing, facility could also house the Chamber of Commerce offices.

RECOMMENDED ACTION: Promote opportunities in the Village to connect artists with their audiences.

This can include fostering the creation of cooperative gallery space, venues for performances, live-work spaces for artists and pop-up spaces for artists included in events ranging from the Farmers Market to community festivals. Partners in this effort can include the Library and Historic Society.

RECOMMENDED ACTION: Consider the creation of a Business Improvement District (BID).

Improving resident and visitor experience of the Village is essential for its economic success. A BID is a special district within which commercial property owners enable the Village to impose an assessment on their properties

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with the resulting revenues dedicated to support such improvements as wayfinding signage, marketing campaigns, etc.

RECOMMENDED ACTION: Regularly review the Village annexation policy. The annexation policy helps build the village’s residential base and provides tax revenues that can support enhancements for the downtown. It should be reviewed every few years to assure that its terms, conditions and associated revenues remain a viable means to achieve these ends.

RECOMMENDED ACTION: Promote the creation of facilities for year-round programming to support cultural celebrations, local food systems, etc. The Village, through zoning and other regulations and actions should encourage the creation of a facility (or redevelopment of an existing structure) that could serve as a “four season” site for a farmers’ market, makers’ market, cultural programming, etc. While a private facility would be the preferred solution, the Village may want to participate in appropriate public-private partnerships to foster the development of this type of structure.

GOAL C&C5: SUPPORT EFFECTIVE AND EXPEDITIOUS REVIEW OF PROJECTS IN VILLAGE.

RECOMMENDED ACTION: The Planning Board, Architecture Review Board and others involved in project review will maintain clear public communications to set expectations as early as possible regarding projects coming before them (e.g., is it an as-of-right-use according to the zoning, whether variances be required, criteria used to issue variances, special use permits, etc.). This will support focused and productive public engagement.

RECOMMENDED ACTION: During the annual summit of boards, focus a portion of the agenda on a review of economic development goals and activities. The annual summit, as described in the “Quality of Place” recommendations, will provide an opportunity for the boards involved in project review to ensure their work is both well-coordinated and is effectively addressing the economic development priorities in the Comprehensive plan.

GOAL C&C6: ENCOURAGE ARTISTS TO LIVE AND PRACTICE IN THE VILLAGE.

RECOMMENDED ACTION: Encourage Opportunities for Live/work spaces for artists and artisans. Approaches to be considered for this objective include including artist live/work spaces as a use in the commercial and light industry zones, creating a registry of practicing artists who would be allowed to have gallery space in their homes as long as their registration was current, and targeting financial incentives for artists to occupy and improve dwellings as live/work spaces.

RECOMMENDED ACTION: Promote public art in the Village. Many communities support local artists by finding ways to fund the creation of public art (e.g., statues, murals, etc.). Possible approaches include a “percent for public art” program in which a certain percent of the budget for capital improvement projects is set aside specifically for public art, or matching funding programs where the municipality devotes a certain amount to public art, provided it can be matched by private contributions. Other approaches involve setting aside a portion of tax revenues and/or fees (e.g., real estate transfer) to fund public art and/or dedicating public or private spaces (e.g., walls, courtyards, etc.) to host works of art.

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RECOMMENDED ACTION: Promote affordable indoor venues for concerts, exhibits and other arts-related events. This can involve several approaches. Village zoning could be reviewed to see if there are opportunities for adding performance venues to permitted uses in existing zones, or creating an overlay zone in which those uses could be permitted. The Village could also use section 485-b of NYS real property tax law to establish reductions in property tax liability for purpose of commercial, business or industrial activity, in this case performance space.

GOAL C&C7: FOSTER CONNECTIONS BETWEEN ARTISTS AND THEIR AUDIENCES TO PROMOTE TOURISM AND ENHANCE QUALITY OF LIFE IN THE VILLAGE.

RECOMMENDED ACTION: Continue to foster collaboration on annual/seasonal arts calendar. Warwick has a number of organizations involved in arts related events, including Wickham Works, the Warwick Art League, Historical Society, etc. These groups should be encouraged to collaborate on an annual or seasonal arts calendar to improve coordination of the staging of these events and to encourage visitors and residents to attend these events.

RECOMMENDED ACTION: Encourage regular arts events to build audience for the arts in the Village. Many communities have built tourism traffic and arts audience through scheduled arts events such as arts walks, studio tours, etc. held on a regular basis (e.g., monthly) throughout the year. This could be accomplished through an annual arts calendar, leveraging existing events (e.g., the Farmers Market and Arts on the Green) to create a full program.

RECOMMENDED ACTION: Encourage the use of pop-up performance/exhibit spaces. During the Covid pandemic, the Village discovered the value of making better use of outdoor spaces to encourage dining and shopping. As these efforts continue, they should, to the greatest extent possible, formally incorporate arts exhibitions and performances as additional “pop up” uses.

Recommended Actions: Connectivity

GOAL C1: IMPROVE THE VILLAGE’S CAPACITY TO ACCOMMODATE PARKING DEMAND.

RECOMMENDED ACTION: Undertake a Comprehensive Parking Study. It is recommended that before the Village moves forward with any major parking improvement project or investment, a complete study of the existing parking capacity and demand along with anticipated trends is conducted in order to make the best decision regarding this expense. This should include an analysis of existing parking demand during several peak times, an inventory of available parking, and an estimate of potential future demand, including potential demand from second story apartments in the downtown. In previous planning studies, parking garages have been a recommended solution. A complete dedicated detailed parking study is recommended for the Village prior to considering the construction of a garage and that any recommendation for a parking garage is made cautiously since recent trends and the future expectation is for decreased use of parking garages as more active transportation and shared mobility become viable options.

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RECOMMENDED ACTION:

Improve Wayfinding in the Village.

It has been noted that there are often empty parking spaces located in free public lots. This may be because visitors and even residents of Warwick are often unaware of these parking facilities. Improving the wayfinding within the Village to better orient people to parking

facilities, as well as other major destinations would be a significant benefit to improving the parking situation. As an example, the CVS lot is available for free public parking, but it is only marked by undersized, faded, low contrast signs.

Examples of Wayfinding Signage, Montpelier, VT



RECOMMENDED ACTION: Undertake a transit study—in cooperation with the Town and County Transportation Planning Agency—to consider regularly scheduled shuttle service along with parking shuttles for visitors/events.

This study could identify potential new shuttle routes to alleviate the need for autos and parking in the Village and Town. As part of this effort, and in lieu of a large, permanent parking structure, a shared shuttle system could be implemented for busy weekends or events. This system could utilize an existing parking facility, or facilities, such as the Park and Ride at the Warwick County Park. A simple shuttle system could provide rides to the Village center or other event spaces. The Village may choose to impose a fee to use the shuttle by charging to park in the designated parking lot or they (the Village) can provide the service free of charge. Alternatively, they can charge an event permit fee or require the event holder to provide a shuttle if it is a private event not held by the Village.

RECOMMENDED ACTION: Use Small surface lots to address parking shortfalls. Based on public input/surveys, it appears that parking for residents is not adequate when there are large numbers of visitors for events or busy weekends. There are currently two designated parking lots where residents can pay an annual fee to park without restricted dates and times located at the Chase Bank Lot and First Street lot. Additional residential permit lots scattered throughout the residential neighborhoods could relieve some of this parking pressure, ensuring more parking for residents. Additionally, partnerships between private lot owners (such as churches) and the Village can be established for public use of specific lots during closed business hours. Allowing the public to use lots at specific times may help alleviate parking stress during hi-peak hours in the Village. It may be beneficial for the Village to purchase spaces in lots, such as the Chase Bank lot, to secure the spaces for long-term use.

GOAL C2: ADOPT STREETScape IMPROVEMENT STRATEGIES TO BETTER ACCOMMODATE PEDESTRIAN AND BICYCLE TRAFFIC IN THE VILLAGE.

[Note: Many of the recommended actions below refer to the Connectivity Map found on page 22.]

RECOMMENDED ACTION: Employ techniques to facilitate streetscape improvements that incorporate traffic calming elements and bicycle and pedestrian use, such as:

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1. Mixed traffic facilities appropriate for roads with low volumes of traffic operating at low speeds
2. Visually separated facilities suited for roads with low volumes of traffic operating at speeds between 25-35 mph (in cooperation with the NYS Department of Transportation on state roads in the Village)
3. Physically separated facilities recommended along roads with higher volumes of traffic and posted speed limits.

See the appendix for the full recommendations from Alta Design on this topic.

RECOMMENDED ACTION: Adopt Additional Traffic Calming Elements to better integrate pedestrian and bicycle traffic in the Village. In addition to the streetscape improvements listed above, there are additional traffic calming elements that can be included when designing a safer road for multiple users.

- Midblock Crosswalks
- Pedestrian Safety Islands / Raised Medians
- Narrowing Traffic Lanes
- Speed Humps / Speed Tables
- Bulbs / Curb Bump Outs

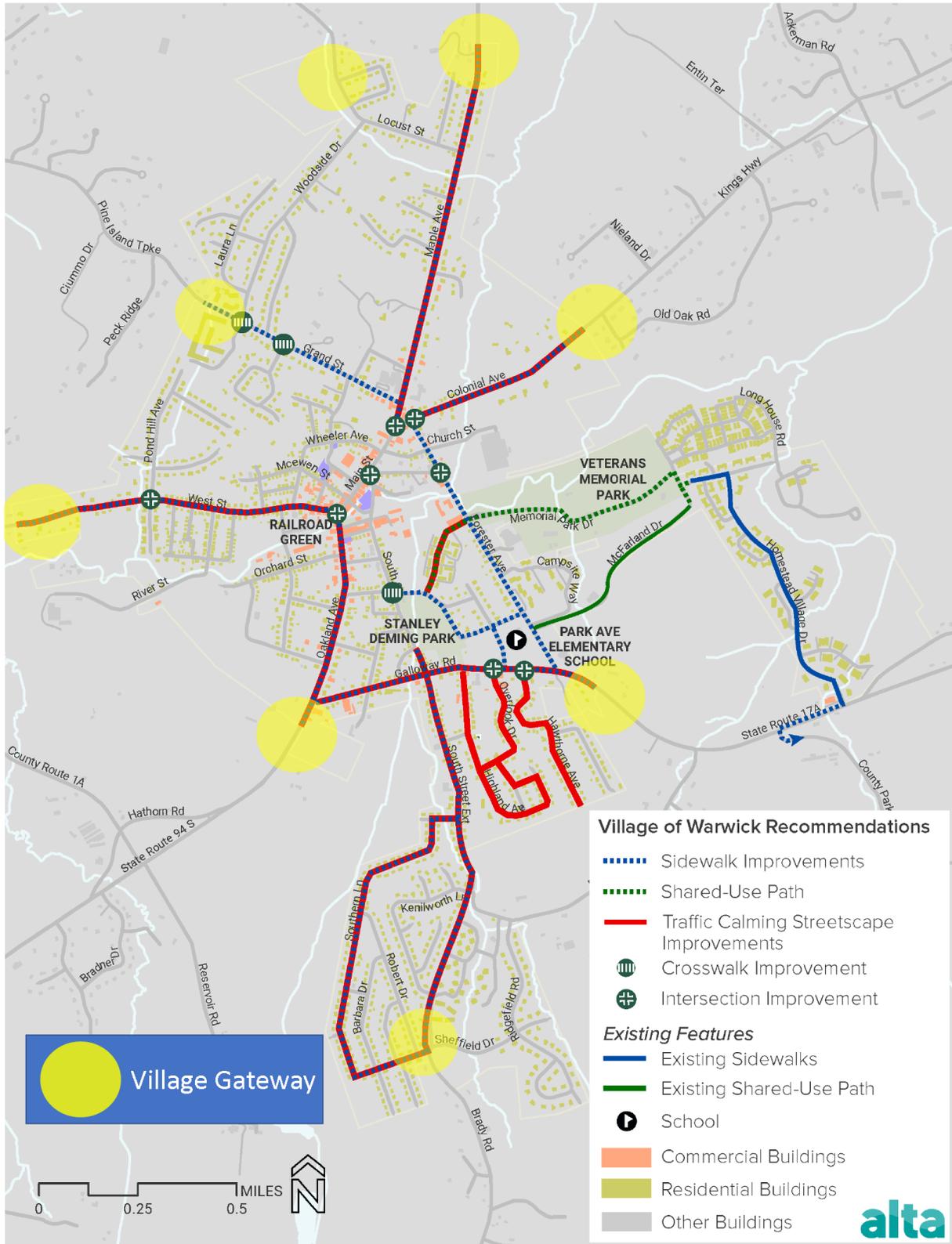
This could be an appropriate focus for the Gateways to the Village. See the appendix for the full recommendations from Alta Design on this topic.

RECOMMENDED ACTION: Improve corridors that currently allow drivers to easily access the Village from the surrounding area to improve traffic flow. At the end of the corridors near the boundary of the Village, there is a noticeable transition zone where the interface between the Village and the rural landscape meets. This is reflected in the street typology as the treatment changes from rural to urban. The rural road treatment consists of wide roads, with travel lanes ranging from 10-13 ft. with additional shoulder space, no sidewalks or curbs, no on-street parking, and faster speed limits.

See the appendix for the full recommendations from Alta Design regarding the specific corridors to be improved.

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CONNECTIVITY MAP:



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RECOMMENDED ACTION: Undertake Intersection Improvements Strategies. An intuitive and safe intersection is designed to address mobility and safety concerns for all modes of transportation while maintaining its functionality to assign right-of-way to conflicting movements. There are a number of best practices that can be used to create bicycle and pedestrian-friendly intersections. The design features include:

- Crosswalks
- Curb extensions
- Timed countdown signals
- Proper signage at intersection

See the appendix for the full recommendations from Alta Design on this topic.

Recommended Intersection Improvement Locations

There are a number of intersections within the Village of Warwick that could benefit from the improvements discussed above (see the Connectivity Map on page 22):

1. Colonial Avenue + Forester Avenue*

This non-signalized intersection is directly adjacent to the signalized Main Street and Colonial Avenue intersection, which leads to vehicular traffic backups. See the Alta memo for a full description of the “Forester Square” plan for this intersection.

2. Main Street + Colonial Avenue*

This signalized intersection is in the center of the downtown district and is designed with a small island in the center with the traffic light situated in the northern quadrant. It connects Colonial Avenue, Main Street, and Maple Avenue. It is adjacent to the non-signalized intersection at Colonial and Forester Avenue.

3. Main Street + South Street

This non-signalized intersection is the location where High Street, South Street, and Main Street meet. There are two crosswalks at this location; one crosswalk crosses Main Street and the other crosses South Street, west of where High Street approaches.

4. Forester Avenue + High Street

This non-signalized intersection is at the eastern end of High Street. There are no crosswalks or stop signs at this location due to High Street being a one-way street.

5. West Street + Pond Hill Avenue

This non-signalized intersection is located outside of the downtown area and has no crosswalks present. Vehicles traveling along West Street do not have to stop.

6. West Street + Oakland Avenue

This signalized intersection is one of the more complex locations in the Village of Warwick considering it connects West Street, Oakland Avenue, and Main Street. Main Street and Oakland Avenue are also

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sections of Route 94, which is a major thoroughfare through the Village. Approximately 100 feet north of the signal, there is another traffic light at the intersection where a set of railroad tracks crosses Oakland Avenue.

7. Overlook Drive + Galloway Road

This non-signalized intersection is directly adjacent to a bus stop along Galloway Road / NYS Route 17A. It is equipped with one crosswalk, that may be considered a mid-block crossing, and one stop sign on Overlook Drive. The intersection is a site for a proposed Safe Routes to School program considering its proximity to Park Avenue Elementary School.

8. Hawthorn Avenue + Galloway Road

This non-signalized intersection is nearly identical to the intersection at Overlook Drive and Galloway Road, however, it lacks a crosswalk and a bus station. This intersection is a site for a proposed Safe Routes to School program considering its proximity to Park Avenue Elementary School.

Intersection improvements may include neighborhood round-abouts. These facilities are recommended at intersections that are designed to benefit from round-abouts and will need to be discussed in detail before implementation. Intersections operating at low vehicle speeds and low volume are best suited for a round-about intersection facility. Other intersections that should be assessed for safety and congestion include Route 94 and Locust Street as well as Route 94 and Grand Street.

GOAL C3: FOCUS NEW INVESTMENTS IN PARKS AND RECREATION ON IMPROVING FLEXIBLE OUTDOOR RECREATION SPACES, ACTIVE TRANSPORTATION CORRIDORS, AND TRAILS.

RECOMMENDED ACTION: Integrate new bicycle and pedestrian facilities throughout the existing park infrastructure with the active transportation network outside of the parks.

RECOMMENDED ACTION: Transform the Wawayanda Creek into a linear park and active transportation route, as proposed in the Village's 2012 Strategic Plan for the Wawayanda Creek.

RECOMMENDED ACTION: Link Stanley Deming Park and Veterans Memorial Park with a safe, active transportation route that includes adequate sidewalks and wayfinding signage.

RECOMMENDED ACTION: Link Veterans Memorial Park with Warwick County Park by utilizing the sidewalks along Homestead Village Drive, considering the development of Homestead Village Drive as a "bicycle boulevard" and adding wayfinding signage.

RECOMMENDED ACTION: Create a path within the wide right of way of Park Lane, transforming it into a pedestrian friendly slow street, bicycle boulevard or green street.

RECOMMENDED ACTION: Study the feasibility of creating a "green belt trail" to connect important parks, public institutions and commercial areas with an active transportation network.

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GOAL C4: ENCOURAGE AFFORDABLE BROADBAND INTERNET THROUGHOUT THE VILLAGE

RECOMMENDED ACTION: Create a digital strategy for the Village that assesses the extent and location of high-speed Internet throughout the Village and recommends steps to address any gaps in service.

This could include such measures as creation of a Village-wide high-speed WiFi network in cooperation with the local private sector including Internet Service Providers and technology companies, ensuring regulations are in place so 5-G technology can be employed in a visually unintrusive manner, and other appropriate options.

Recommended Actions: Resilience & Sustainability

GOAL R1: IMPROVE ENVIRONMENTAL SUSTAINABILITY AND RESILIENCE THROUGHOUT THE VILLAGE OF WARWICK.

RECOMMENDED ACTION: Conduct a Climate Vulnerability Assessment. According to the Climate Smart Communities (CSC) website, the CSC program “recommends that local governments complete a vulnerability assessment as one of the first and most foundational steps in developing an effective strategy for adapting to climate change at the local level. Developing a vulnerability assessment involves identifying, analyzing and prioritizing the effects of climate hazards and risks, like flooding, heat stress or short-term drought. . . Local governments may elect to undertake this action as a standalone project, or as part of a larger effort, such as a PE7 Action: Climate Adaptation Plan, PE6 Action: Comprehensive Plan with Sustainability Elements, PE7 Action: Hazard Mitigation Plan, PE7 Action: Watershed Assessment, local waterfront revitalization plan, or others. Hazard Mitigation Plans should help identify relevant community climate hazards.

RECOMMENDED ACTION: Implement policies to reduce reliance upon fossil fuels by:

Encouraging the increased use of geothermal heating in new construction and building rehabilitations through the creation of zoning and subdivision regulations that promote and/or create incentives for both the installation of geothermal systems serving individual buildings as well as the creation of geothermal heating districts serving multiple structures operating by a utility and/or special district.

Promoting the use of solar energy by encouraging new construction to be sited to maximize the electric power generation potential of on-site solar panels.

Improving the availability of options for mobility that do not rely as heavily on fossil fuels as single passenger autos, such as walking, biking, transit and electric vehicles.

RECOMMENDED ACTION: Promote energy efficiency throughout the Village by:

Considering adoption of regulatory measures to minimize energy consumption in new construction in a manner that maximizes energy conservation without unduly increasing construction costs (i.e., the NYStretch building code).

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Promoting energy efficiency and sustainability in Village buildings, vehicles and other capital equipment by, whenever feasible, applying energy conservation principles and practices when purchasing, constructing or repairing Village properties.

Accommodating increased use of electric vehicles through policies and/or incentives that encourage the installation of residential charging stations in housing units and expand the availability of public charging stations throughout the Village.

RECOMMENDED ACTION: Promote Resilience in the Face of Climate Change by:

- Adopting policies to mitigate the threat of increased flooding including riparian buffers and other flood mitigation measures for any new development along the Wawayanda Creek.
- Reviewing existing zoning and subdivision regulations to ensure height, bulk and surface area regulations, lot coverage, setbacks and other provisions are consistent with best practices in flood mitigation, habitat protection and reduction of excess heat due in urban areas.
- Ensuring local codes support Disaster Preparedness by including addressing temporary emergency dwelling permits, emergency staging bases, temporary mobile office units and other means to aid preparedness and disaster recovery.
- Seeking to minimize the production of solid waste through policies and educational efforts that promote recycling, composting and/or anaerobic digestion of organic materials.
- Ensuring Village sewer and water infrastructure is safeguarded against flooding by reducing infiltration and inflow of stormwater in to the sewer system and by continuing to ensure storm drains and sump pumps are separated from the sewer system.

RECOMMENDED ACTION: Enhance capacity to monitor issues related to climate change and energy conservation by designating a citizen's committee or other group to follow these issues and inform Village Government on important related topics. This could involve creation of Climate Smart Communities Task Force, A Conversation Advisory Commission or coordination with such entities as the Town's Conservation Board or a private citizen's group such as Sustainable Warwick.

RECOMMENDED ACTION: Continue to promote the development of (or the conservation of) local food systems. The Village will seek ways of supporting the development or conservation of local food systems by providing support and assistance for related activities such as the Farmers' Market, encouraging development of "farm to table" initiatives, community gardens, etc.

RECOMMENDED ACTION: In cooperation with the Town, seeks ways to conserve natural areas in and adjacent to the Village. This can involve such initiatives as protection of and planning for community parkland and ensuring that—to the greatest extent possible—development projects occurring on lands annexed into the Village are designed to maximize the creation of parkland and/or protected open space.

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GOAL R2: ENSURE THAT VILLAGE SEWER AND WATER INFRASTRUCTURE CAN ACCOMMODATE FUTURE DEMAND WITHOUT DIMINISHING THE QUALITY OF SERVICE PROVIDED TO RESIDENTS AND BUSINESSES.

RECOMMENDED ACTION: *Continue to seek funding to improve sewer and water infrastructure throughout the Village.* The Village will continue to identify and apply for State and Federal funding for this purpose.

RECOMMENDED ACTION: *Implement a capital improvement planning process for the sewer and water system.* The process should identify and prioritize equipment replacements and/or improvements needed to maximize the efficiency and effectiveness of the Village sewer and water infrastructure over a long-term (e.g., five years) with annual review and update of plan priorities.

RECOMMENDED ACTION: *Seek ways to further safeguard Village water sources,* including wellhead protection plans, purchase of additional buffer land to protect water sources.

Implementation Schedule

The table below presents a draft implementation schedule for the Comprehensive Plan. The recommended actions for the plan are placed into three categories:

- Immediate priority (to be completed within 2 year of plan adoption)
- Intermediate priority (to be completed within 3 to 5 years of plan adoption)
- Long-term priority (to be completed within 6 years of plan adoption)

The table identifies the Plan Goal with which the action is associated and specifies the “responsible party” to carry out that action. The implementation schedule suggests the following entities be tasked with implementation:

- Village Gov’t.: The Village Administration, including the Mayor’s Office, the Village Board, etc.
- Pub. Wks.: The Village Department of Public Works.
- Broadband Task Force created to develop Village digital strategy.
- Zoning Task Force created to oversee the changes in zoning required to implement this Comprehensive Plan and improve overall administration of zoning.
- CSC Task Force created to oversee the Village’s participation in the Climate Smart Communities program.
- Transportation Task Force created to oversee implementation of the transportation-related recommendations in this Comprehensive Plan.
- Inclusion Task Force to foster broader participation in Village civic life.

This implementation schedule in this table should be reviewed and as necessary revised by each committee as it begins its work to reflect the resources available to each committee. In addition, the implementation plan should be revisited each year at the annual boards’ retreat to ensure it continues to reflect the priorities and capacities of the Village.

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PLAN GOAL	RECOMMENDED ACTION:	RESPONSIBLE PARTY
	IMMEDIATE PRIORITY (within 2 years of plan adoption)	
	<i>Appoint and organize Task Forces for plan implementation</i>	
R1	<i>Conduct a Climate Vulnerability Assessment.</i>	CSC Task Force
R1	<i>Implement policies to reduce reliance upon fossil fuels</i>	CSC Task Force
R1	<i>Promote Resilience in the Face of Climate Change</i>	CSC Task Force
R1	<i>Enhance capacity to monitor issues related to climate change and energy conservation by designating a citizen’s committee or other group.</i>	CSC Task Force
C1	<i>Undertake a Comprehensive Parking Study.</i>	Transport. Task Force
C1	<i>Improve Wayfinding in the Village.</i>	Transport. Task Force
C2	<i>Undertake Intersection Improvements Strategies.</i>	Transport. Task Force
Q2	<i>Continue to minimize the tax burden on residential properties to improve the affordability of housing in the Village.</i>	Village Gov't.
Q3	<i>Establish regular joint meetings involving the Village Board, the Architectural Review Board, the Planning Board and Zoning Board of Appeals.</i>	Village Gov't.
Q3	<i>Village will serve as the regular convener of an annual meeting of community civic groups to coordinate setting an annual calendar for the use of shared Village resources.</i>	Village Gov't.
Q3	<i>The village should develop a mechanism to foster regular outreach to the Black, Indigenous and People of Color (BIPOC) and Latino communities in the Village.</i>	Inclusion Task Force
Q3	<i>Encourage regular forums for Village neighborhoods.</i>	Village Gov't.
C&C3	<i>Encourage initiatives that broaden participation in the Village economy.</i>	Inclusion Task Force
C&C7	<i>Foster collaboration on annual/seasonal arts calendar.</i>	Village Gov't.
R2	<i>Continue to seek funding to improve sewer and water infrastructure throughout the Village.</i>	Village Gov't.
R2	<i>Implement a capital improvement planning process for the sewer and water system.</i>	Village Gov't.
Q1	<i>Create a more comprehensive and simplified system of design standards/guidelines to manage the Village’s sense of place.</i>	Zoning Task Force
R2	<i>Seek ways to further safeguard Village water sources</i>	Village Gov't.
Q1	<i>Strengthen provisions that buffer residential areas from commercial intrusions.</i>	Zoning Task Force
Q2	<i>Regulate short-term rentals in the Village.</i>	Zoning Task Force

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PLAN GOAL	RECOMMENDED ACTION:	RESPONSIBLE PARTY
C&C1	<i>Develop local policies for boutique lodging.</i>	Zoning Task Force
C1	<i>Undertake a transit study in cooperation with Town and County.</i>	Transport. Task Force
R1	<i>Promote energy efficiency throughout the Village</i>	Zoning Task Force
INTERMEDIATE PRIORITY (within 3 to 5 years of plan adoption)		
Q2	<i>Complete the Certified Local Government Program for the Village.</i>	Village Gov't.
C3	<i>Integrate new bicycle and pedestrian facilities throughout the existing park infrastructure with the active transportation network outside of the parks.</i>	Pub. Wks.
C3	<i>Link Stanley Deming Park and Veterans Memorial Park with a safe, active transportation route that includes adequate sidewalks and wayfinding signage.</i>	Pub. Wks.
C3	<i>Link Veterans Memorial Park with Warwick County Park by utilizing the sidewalks along Homestead Village Drive,</i>	Pub. Wks.
C3	<i>Create a path within the wide right of way of Park Lane, transforming it into a pedestrian friendly slow street, bicycle boulevard or green street.</i>	Transport. Task Force
C3	<i>Study the feasibility of creating a "green belt trail" to connect important parks, public institutions and commercial areas with an active transportation network.</i>	Transport. Task Force
C1	<i>Use Small surface lots to address parking shortfalls.</i>	Transport. Task Force
C2	<i>Employ techniques to facilitate streetscape improvements.</i>	Transport. Task Force
C2	<i>Adopt Additional Traffic Calming Elements to better integrate pedestrian and bicycle traffic in the Village.</i>	Transport. Task Force
C2	<i>Improve corridors that currently allow drivers to easily access the Village from the surrounding area to improve traffic flow.</i>	Transport. Task Force
C&C2	<i>Ensure start-up retailers have access to smaller footprint spaces.</i>	Village Gov't.
C&C3	<i>Encourage/incentivize merchant ownership of buildings.</i>	Village Gov't.
C&C4	<i>Explore the possibility for a Visitors/Welcome Center.</i>	Village Gov't.
C&C4	<i>Promote opportunities in the Village to connect artists with their audiences.</i>	Village Gov't.
C&C4	<i>Consider the creation of a Business Improvement District (BID).</i>	Village Gov't.
C&C5	<i>The Planning Board, Architecture Review Board and others involved in project review will maintain clear public communications to set expectations regarding the issues involved in the review.</i>	Village Gov't.

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PLAN GOAL	RECOMMENDED ACTION:	RESPONSIBLE PARTY
C&C5	<i>During the annual summit of boards, focus a portion of the agenda on a review of economic development goals and activities.</i>	Village Gov't.
R1	<i>In cooperation with the Town, seeks ways to conserve natural areas in and adjacent to the Village.</i>	Village Gov't.
Q1	<i>Regularly monitor the occupancy rates of the Village's subsidized senior housing and ensure that its zoning is appropriate to foster the continued occupancy and vitality of these units.</i>	Zoning Task Force
Q2	<i>Adopt policies to encourage "missing middle" housing, particularly for lands annexed into the Village.</i>	Zoning Task Force
C&C1	<i>Evaluate adding upper floor apartments as a use in Light Industry district.</i>	Zoning Task Force
C&C1	<i>Encourage redevelopment of vacant second floors in commercial properties.</i>	Zoning Task Force
C&C1	<i>Identify underused parking lots that could be developed for commercial and/or mixed uses.</i>	Zoning Task Force
C&C2	<i>Accommodate innovative mixes of retail, dining and other uses.</i>	Zoning Task Force
C&C4	<i>Promote better use of outdoor spaces and rights of way for dining, the arts and other social, cultural activities.</i>	Zoning Task Force
	LONG-TERM PRIORITY (within 6 years of plan adoption)	
R1	<i>Promote the development of (or the conservation of) local food systems.</i>	CSC Task Force
C3	<i>Transform the Wawayanda Creek into a linear park and active transportation route.</i>	Pub. Wks.
C&C4	<i>Regularly review the Village annexation policy.</i>	Village Gov't.
C&C6	<i>Promote public art in the Village.</i>	Village Gov't.
C&C6	<i>Promote affordable indoor venues for concerts, exhibits and other arts-related events.</i>	Village Gov't.
C&C7	<i>Encourage regular arts events to build audience for the arts in the Village.</i>	Village Gov't.
C&C7	<i>Encourage the use of pop-up performance/exhibit spaces.</i>	Village Gov't.
Q2	<i>Review Village Zoning to ensure it can accommodate new forms of home-based businesses and remote work opportunities.</i>	Zoning Task Force
C&C3	<i>Ensure that home offices are adequately accommodated in Village zoning.</i>	Zoning Task Force
C&C6	<i>Encourage Opportunities for Live/work spaces for artists and artisans.</i>	Zoning Task Force
C4	<i>Create a digital strategy for the Village that assesses the extent and location of high-speed Internet throughout the Village and recommends steps to address any gaps in service.</i>	Broadband Task Force

IV. APPENDICES Background Studies, Analyses and Community Outreach

ALTA PLANNING & DESIGN'S RECOMMENDATIONS

DESCRIPTION OF "MISSING MIDDLE" APPROACH TO HOUSING

SUMMARY OF MEETINGS/FOCUS GROUPS

RESULTS OF ON-LINE COMMUNITY SURVEY

SUMMARY OF DATA ANALYSIS