

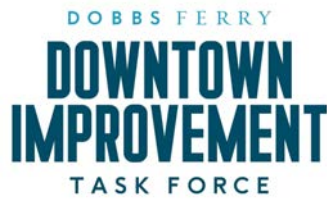
DOBBS FERRY

# **DOWNTOWN IMPROVEMENT**

**TASK FORCE**

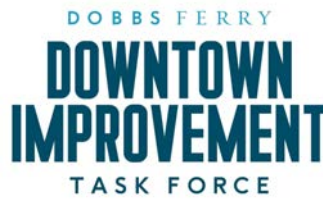
Final Report Submitted to Village of Dobbs Ferry Board of Trustees

June 30, 2019



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## EXECUTIVE SUMMARY

Mayor Bob McLoughlin formed the Dobbs Ferry Downtown Improvement Task Force (DITF) in Spring 2018 as a temporary one-year initiative, led by Village Trustee Christy Knell. The all-volunteer Task Force launched in August 2018 and included residents, business owners, and property owners from Dobbs Ferry. DITF was launched in order to provide preliminary recommendations to the Village to help achieve its five-year vision for the Downtown: to create a Downtown that invites the community to shop, walk, and enjoy the beauty and vibrancy of the Village. DITF's main objectives were to engage stakeholders to participate in this initiative; solicit challenges and ideas from stakeholders; and develop short-term and long-term recommendations. Nearly a year of research, data collection, interviews, town hall-style meetings, and other techniques went into the development of our recommendations. They are summarized here and are presented in more detail as an action plan in this report. The action plan provides high-level goals, specific relevant actions, proposed group(s) for implementation, and ideas for consideration.

### ***Strategic Objective 1: Build a harbor of commerce***

*Reinforce business by curating retail, restaurants, and experiences to attract customers and owners.*

1. Enforce and strengthen Village code for aesthetic improvements / maintenance for character and cohesiveness.
2. Leverage existing Village groups / resources to develop and implement systems, guidelines, and / or partnerships.
3. Create and enhance more green spaces for aesthetics and public gathering.
4. Encourage collaboration among stakeholders to develop relationships and an attractive Downtown experience.
5. Create and implement a plan to improve the tenant mix, fill vacant storefronts, and sustain businesses.
6. Facilitate efforts and feasibility for marketing, heritage tourism, and arts / entertainment.

### ***Strategic Objective 2: Improve ease of navigation***

*Bolster patronage by encouraging resources and transportation alternatives to enhance accessibility.*

1. Allocate parking resources more effectively and efficiently and improve traffic flow.
2. Encourage use of alternative transportation options.
3. Encourage turnover of parking on Main and Cedar Streets.
4. Improve signage for parking lots and street parking.
5. Repair and beautify existing sidewalks for safety and aesthetics.
6. Install additional crosswalks on Cedar and Main Streets.

### ***Strategic Objective 3: Anchor for infrastructure***

*Lay foundation by improving infrastructure and Village services to build for a brighter future.*

1. Update, revise, and align relevant Village documents to reflect findings and approved recommendations.
2. Improve informal and formal communications with business owners, residents, and property owners.
3. Increase Village staff / efforts for more resources, implementation, and accountability.
4. Improve enforcement of garbage and recycling regulations and Village services.
5. Install more garbage and recycling receptacles at key locations.
6. Take a multi-phased approach to address cleaning up or undergrounding existing utility wires.
7. Implement a system of accountability for recommendations and activity among Village and stakeholders.

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## ACKNOWLEDGMENTS

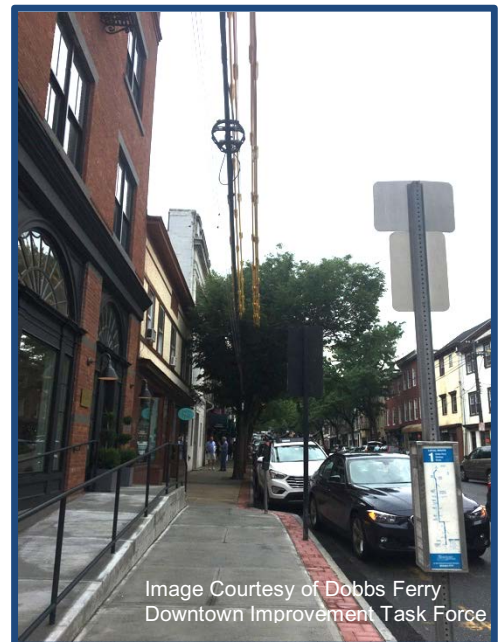
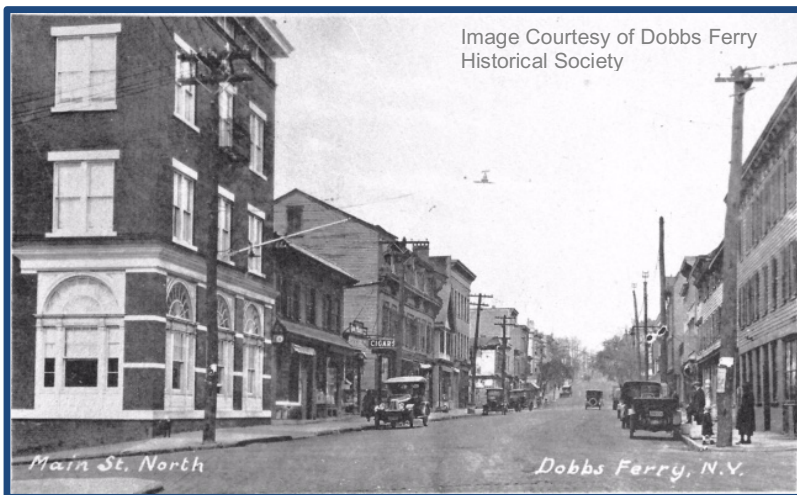
This report from the Dobbs Ferry Downtown Improvement Task Force (DITF) was made possible through input from local residents, business owners, property owners and through the support of the Village of Dobbs Ferry administration, fellow Dobbs Ferry community groups, the Dobbs Ferry Library, and the Rivertowns Chamber of Commerce.

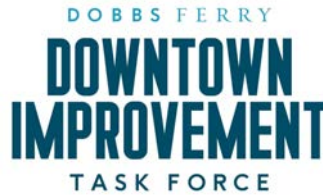
The DITF made great strides due to the volunteers who provided their valuable time, skillful expertise, and tremendous efforts:

Michelle Adams  
Emma Barcoe  
Rob Baron  
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Steven Tilly  
Beth White  
Denise Woodin





## BACKGROUND

Dobbs Ferry, founded in 1882, is a village of more than 11,000 people in the Town of Greenburgh and is one of the “Rivertowns” – a collection of small towns along the Hudson River about 20 miles north of New York City in Westchester County, New York. Dobbs Ferry’s Downtown is a half-mile commercial corridor along Cedar Street and Main Street.

Mayor Bob McLoughlin formed the Dobbs Ferry Downtown Improvement Task Force (DITF) in Spring 2018 as a temporary one-year initiative, led by Village Trustee Christy Knell. The all-volunteer Task Force launched in August 2018 and included residents, business owners, and property owners from Dobbs Ferry.

## VISION AND OBJECTIVES

**The Village of Dobbs Ferry’s five-year vision is to create a Downtown that invites the community to shop, walk, and enjoy the beauty and vibrancy of the Village.**

Through efforts to achieve this vision, DITF anticipated many benefits to the Village and its residents, business owners, and property owners, such as:

- Increased patronage by residents and visitors;
- Enhanced reputation for the Village;
- More attractive downtown appearance;
- Stronger revenue for the Village;
- More resources for current and potential businesses;
- Greater support of local businesses;
- Heightened sense of community identity;
- Enhanced regionalism of the Rivertowns; and
- Better competitiveness throughout the Hudson Valley.

**The 2018-2019 goal of the Dobbs Ferry Downtown Improvement Task Force was to provide preliminary recommendations to the Village to help achieve the vision for the Downtown.**

**The Dobbs Ferry Downtown Improvement Task Force’s main objectives were to:**

1. Engage stakeholders to participate in this initiative;
2. Solicit challenges and ideas from stakeholders; and
3. Develop short-term and long-term recommendations.

## SCOPE

The scope of this one-year initiative included stakeholder analysis, community engagement, research, data analysis, and related communications, but not a robust feasibility assessment or implementation of the recommendations. The DITF focused only on Cedar and Main Streets as the geographic scope of Downtown. Final deliverables were this report and a presentation of results and recommendations to the Village Board of Trustees in Spring 2019 for consideration in 2020 budget discussions.

## DATA COLLECTION, ANALYSIS, AND RESULTS

DITF held its kick-off meeting on August 22, 2018 to introduce the public to this initiative. The remainder of 2018 focused on marketing the initiative, identifying stakeholders, and starting to collect information and data. In early 2019, DITF elevated efforts to collect more data and synthesize the findings into recommendations. Quantitative and qualitative research included meetings, surveys, public open workshops, collaboration with other Village groups, phone interviews, outreach at Dobbs Ferry events, and social media. For a detailed timeline, please see Appendix. Here are the highlights:

### ***Retail Business Surveys***

The initial focus was to market DITF and to connect with Downtown business and property owners. Volunteers walked around Downtown and distributed a questionnaire (see Appendix) to business owners, asking about the challenges and benefits of having a business in Downtown Dobbs Ferry, as well as their vision for the Downtown. We received responses from 24 businesses through February 2019.

Findings: Most respondents (18) cited lack of parking as their main concern, and also wanted fewer vacancies, more visually appealing storefronts, longer hours of operation, increased traffic, a cleaner downtown, and more events / festivals. Challenges they mentioned were building relationships with the Village and obtaining approvals, and lack of commitment to beautification and cleanliness. They considered the friendly, community vibe and the convenient location as the main benefits of the Village.

### ***Outreach During Public Events***

DITF received public input during community events, such as the Rivertown Public Market and Ferry Festa, an annual street fair in October. Residents wrote suggestions to make the Downtown better.

Findings: Main themes from respondents were food and restaurants, space, aesthetics, retail, and experiences. Top suggestions were to have more and diverse restaurants, fewer empty storefronts, improved traffic, more and free parking, and better signage.

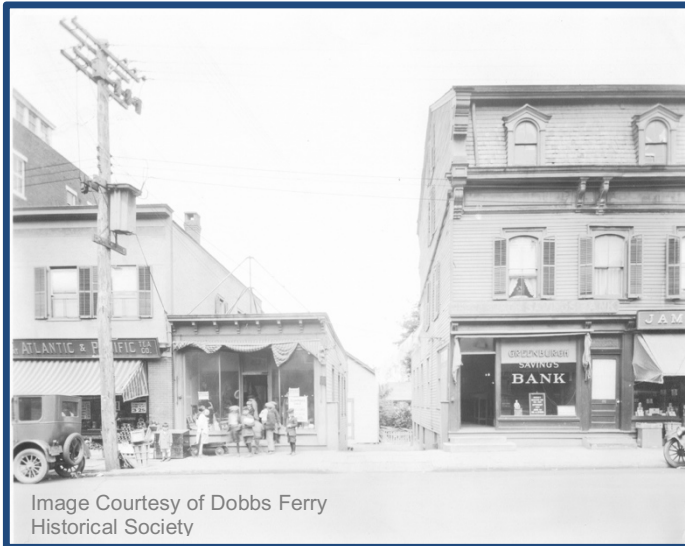


Image Courtesy of Dobbs Ferry  
Historical Society

### ***Open Workshops***

DITF also led open forums with community residents, property owners, and business owners, as well as with Mercy College students, to get more detailed information from stakeholders about strengths and opportunities to improve the Downtown. These open workshops at the Dobbs Ferry Library drew about 40 people on October 11, 2018 and November 8, 2018. DITF volunteers conducted the forums in small groups, captured input on flipcharts, and then displayed the aggregated comments for attendees to view and indicate their top priorities. The Mercy College focus group was held with the student government body on December 7, 2018. Results from these open workshops became part of our research dataset.



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**Findings:** The most popular concerns related to Downtown were the lack of recycling and garbage amenities, and the lack of service and accountability pertaining to both. What participants liked best about Downtown were the restaurants, friendly people, hometown feel, and walkability. Top suggestions were to improve storefronts, bury the utility wires, improve street lighting, have a trolley for Downtown and the Rivertowns, fix and widen sidewalks, have more greenery and beautification, expand parking, have one-way streets, have more small-scale events that encourage patronage, and create a town center and open space for gathering. Top specific requests included a bakery, a coffee shop or cafe with working space, a gift / stationery store, a music venue, a gourmet food / cheese store, and stores with curated experiences (e.g. classes). Mercy College focus group participants liked Dobbs Ferry's food, vibe, and events. They wanted more entertainment, more affordable food options, more transportation options, better lighting on the Old Croton Aqueduct, expanded business hours, and more information about Downtown happenings.

### ***Short Paper Surveys***

During Ferry Festa and the open workshops, we distributed short paper questionnaires and received a total of 128 responses.

**Findings:** Respondents said the most popular Main Street to visit was in Tarrytown, then Dobbs Ferry, Hastings, and Irvington. The top three things respondents liked most about Downtown Dobbs Ferry were food (53), shops (23), and walkability / accessibility / convenience (15). Most residents wanted more restaurants (59) and specialty stores (58). The most common themes for a Downtown vision were related to cleanliness and beautification, parking, shops, and entertainment / events.

### ***Retail Business Database***

During Summer and Fall 2018, while storefront canvassing to distribute the retail business surveys and market DITF, we compiled a list of storefronts on Cedar and Main Streets, along with their addresses and contact information of the business and property owners (where possible). This information was to give DITF a basis from which we could communicate with key stakeholders and estimate the Downtown's vacancy rate and retail mix.

**Findings:** At the time of this report, we estimated approximately 135 storefronts, of which at least 13 were vacant, yielding a 10% vacancy rate. Of these 135 storefronts, we categorized them by shops, service providers, and food businesses. About 50% of the storefronts were service providers, including 15 businesses related to design needs (e.g. materials, architecture, engineering, design, etc.), nine hair salons / barbershops, five realty agencies, four laundry businesses, and four exercise businesses. The other half of storefronts were roughly split between shops and food businesses. There was a diverse (and arguably arbitrary) mix of shops and the restaurants were primarily coffeeshops / delis (7), Asian (6), American / bars (6), and pizza / Italian (5). Finding contact information for business owners and property owners was challenging, but DITF worked to connect with as many of these stakeholders as possible and gather representative feedback from those who participated.



Image Courtesy of Dobbs Ferry  
Downtown Improvement Task Force

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### ***Conversations with Downtown Property Owners***

DITF solicited input from Downtown property owners who had not yet participated in early information-gathering efforts. DITF spoke one-on-one with seven such property owners in early 2019.

Findings: The main takeaways included that there was not enough foot traffic for their commercial tenants nor enough aesthetics, parking, convenience, or nice shops to attract visitors. A common complaint was that the Downtown has a sloppy appearance. Additionally, the Downtown property owners felt that there is no incentive to improve aesthetics, due to challenges of the Village approval process, or to fill empty storefronts, due to the tax structure. As with the business owners, parking availability and parking meters were most commonly cited as challenges.



Image Courtesy of Dobbs Ferry  
Historical Society

### ***Case Studies***

DITF met with seven local Village Administrators during February and March 2019. The Villages were Ardsley, Dobbs Ferry, Hastings, Irvington, Larchmont, Sleepy Hollow, and Tarrytown. For these informational interviews, DITF prepared open-ended questions related to specific topics: Downtown perceptions; storefront occupancy; vehicle parking; foot traffic; and perceptions of community pride, historic preservation, and civic legacy. The purpose of these meetings was to understand their experiences, ideas, and concerns based on initiatives to improve their respective Downtowns.

Findings: The Rivertowns and neighboring Westchester communities continued to face many identical challenges and opportunities regarding their Downtowns. Additionally, most of these Village Administrators expressed the need to adopt and / or update their Comprehensive / Vision Plans as a top priority for 2019 and their Downtowns were identified as key elements of their plans. These plans will provide guidance on zoning amendments, capital improvements, and other issues facing the Villages and their Downtowns for the foreseeable future.

### ***Community Surveys***

Building on earlier research efforts with residents, business owners, and property owners, DITF launched a large-scale community survey on February 5, 2019 to yield an even more robust dataset to inform recommendations. Invitations were sent through 14 community channels including the Mayor's newsletter, the DITF's email listserv, the Dobbs Ferry Library membership list, local media, and social media channels (e.g., Nextdoor.com and the 10522 Dobbs Ferry Facebook group). All Downtown property owners (on Cedar and / or Main Streets), as identified by the Greenburgh tax rolls, received personal, hand-addressed survey invitations (via notes in their mailboxes or sent via regular mail for those out of the area). Although online completion was preferred, hard copies of the survey were available at Dobbs Ferry Village Hall and Dobbs Ferry Library. The survey closed on March 9, 2019, with an overall tremendous response: DITF received 929 completed surveys (more than 8% of the total Village population).



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Findings: The respondent population represented all age groups and years of residency in Dobbs Ferry. The largest number of respondents were 35-44 years of age, consistent with the Village's median age of 41. Those new to Dobbs Ferry (i.e. 1-5 years of residence) and those living here for more than 25 years were the largest two groups. Almost half responded that they have at least one person younger than 18 years of age in the household, and almost half of respondents own a pet. Most (87%) respondents had at least an undergraduate degree. About one-third of all Downtown property owners responded to this survey.

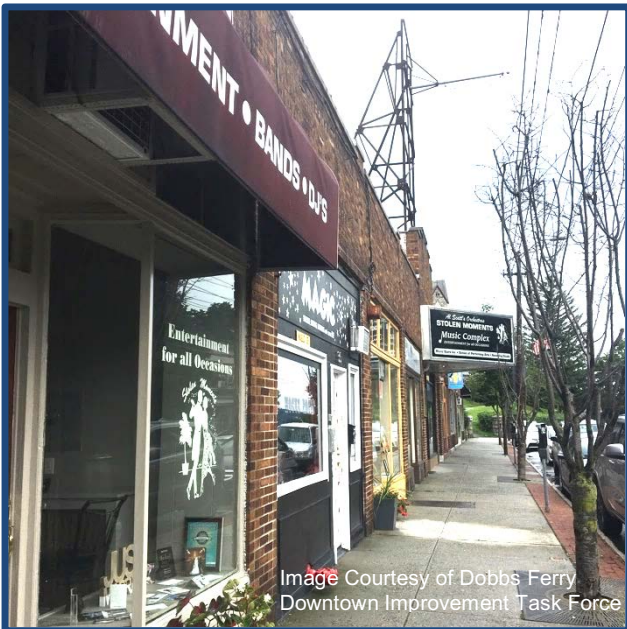


Image Courtesy of Dobbs Ferry  
Downtown Improvement Task Force

Survey questions covered habits, priorities, and expectations related to Downtown Dobbs Ferry. When asked about their favorite downtown (other than Dobbs Ferry) from a list of 48 area downtowns, 43% chose Tarrytown. Most stated that they visit Downtown Dobbs Ferry weekly, and more than half like the family-owned restaurants and walkability. Despite walkability, 79% of respondents said they drive to Downtown, and 54% of total respondents cited parking as a top priority for improvement.

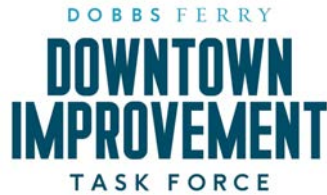
Their next highest priority (43%) was to have more specialty stores. When asked what kind of shops they wanted, the top request was an independent bookstore (52%), followed by a card / stationery store, a gift shop / boutique, a pop-up market and a toys / games store. Regarding food / beverage options, almost three-fourths (71%) wanted a bakery; the next highest requests were for a gourmet food / cheese shop and a cafe. Availability of healthy food / produce was important to respondents, as almost half (43%) follow an organic diet, and many patronize farmers' markets. Their

most commonly desired dine-in experiences are moderately-priced restaurants, such as bistros or cafes that offer Greek, Indian, Spanish tapas, or Thai food.

For ongoing entertainment options, 58% of respondents wanted a coffeehouse with live music, followed by a wine bar, a music / theater performance venue, a small movie theater, a brewery, and a games / activity center for youth. For special events, residents preferred live music and festivals.

Finally, when asked for additional suggestions, respondents offered more than 700 comments, with more than half (56%) related to parking and retail mix. They emphasized ease of parking and improved traffic flow as essential to success of Downtown businesses. Respondents want to see the empty storefronts filled with unique stores that offer local merchandise and fun, engaging experiences, which cannot be bought online. They want to spruce up aging building facades and signage and to clean up Downtown overall, including addressing overhead utility wires.

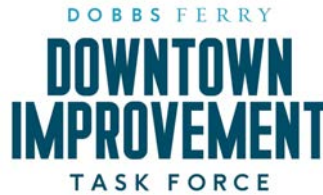
However, while most desire new shops and more varied restaurants in Downtown, they stressed that we must keep the quaintness of Downtown Dobbs Ferry. Many asked that we limit development, especially new apartment buildings, and help impacted businesses to relocate. They want to see the Downtown linked with the Dobbs Ferry Waterfront and the Old Croton Aqueduct. Adding outdoor gathering spaces with benches and



sidewalk planters were also among their top priorities, and they would like to see outdoor dining along the sidewalks. They cared deeply about pedestrian safety and wanted to ensure that our Downtown remains family-friendly, as well as more accessible to commuters and students, via expanded hours. To see the full research results from the Downtown Improvement Community Survey, presented to the Board of Trustees on April 23, 2019, please see Appendix.

It is important to note the level of engagement from respondents – not only by completing the in-depth community survey, but also by wanting to stay involved moving forward. More than half of respondents asked to be added to email lists for the Downtown Improvement Task Force and the Village of Dobbs Ferry to keep informed of discussions about the future of the Downtown.

Out of this extensive data set, DITF developed the following recommendations to help Dobbs Ferry achieve its five-year vision to “create a Downtown that invites the community to shop, walk, and enjoy the beauty and vibrancy of the Village.”



## STRATEGIC OBJECTIVES

Based on the findings described above, the Dobbs Ferry Downtown Improvement Task Force (DITF) has developed a strategic framework for its recommendations. This strategic framework has three overarching principles that provide the organizational structure for the recommendations.

### ***Build a harbor of commerce***

*Reinforce business by curating retail, restaurants, and experiences to attract customers and owners.*

### ***Improve ease of navigation***

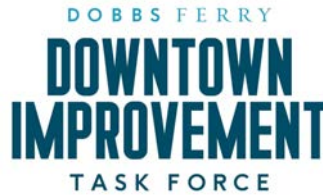
*Bolster patronage by encouraging resources and transportation alternatives to enhance accessibility.*

### ***Anchor for infrastructure***

*Lay foundation by improving infrastructure and Village services to build for a brighter future.*

Building a harbor of commerce pertains to recommendations related to retail mix and aesthetics. These are important for the look, feel, and substance of the Downtown. Improving ease of navigation relates to recommendations related to parking and transportation, which are key for the movement and flow of the Downtown. Anchoring for infrastructure connects to recommendations related to infrastructure and Village services. These are critical for the order, systems, implementation, and accountability of action for Downtown Dobbs Ferry improvement.

The recommendations are summarized in the next section and are presented in more detail as an action plan. The action plan provides high-level goals, specific relevant actions, proposed group(s) for implementation, and ideas for consideration. DITF submits the action plan to the Village of Dobbs Ferry Board of Trustees for review and consideration for adoption.



## SUMMARY OF RECOMMENDATIONS

### ***Strategic Objective 1: Build a harbor of commerce***

*Reinforce business by curating retail, restaurants, and experiences to attract customers and owners.*

1. Enforce and strengthen Village code for aesthetic improvements / maintenance for character and cohesiveness.
2. Leverage existing Village groups / resources to develop and implement systems, guidelines, and / or partnerships.
3. Create and enhance more green spaces for aesthetics and public gathering.
4. Encourage collaboration among stakeholders to develop relationships and an attractive Downtown experience.
5. Create and implement a plan to improve the tenant mix, fill vacant storefronts, and sustain businesses.
6. Facilitate efforts and feasibility for marketing, heritage tourism, and arts / entertainment.

### ***Strategic Objective 2: Improve ease of navigation***

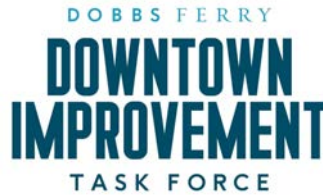
*Bolster patronage by encouraging resources and transportation alternatives to enhance accessibility.*

1. Allocate parking resources more effectively and efficiently and improve traffic flow.
2. Encourage use of alternative transportation options.
3. Encourage turnover of parking on Main and Cedar Streets.
4. Improve signage for parking lots and street parking.
5. Repair and beautify existing sidewalks for safety and aesthetics.
6. Install additional crosswalks on Cedar and Main Streets.

### ***Strategic Objective 3: Anchor for infrastructure***

*Lay foundation by improving infrastructure and Village services to build for a brighter future.*

1. Update, revise, and align relevant Village documents to reflect findings and approved recommendations.
2. Improve informal and formal communications with business owners, residents, and property owners.
3. Increase Village staff / efforts for more resources, implementation, and accountability.
4. Improve enforcement of garbage and recycling regulations and Village services.
5. Install more garbage and recycling receptacles at key locations.
6. Take a multi-phased approach to address cleaning up or undergrounding existing utility wires.
7. Implement a system of accountability for recommendations and activity among Village and stakeholders.



## ACTION PLAN

### *Strategic Objective 1: Build a harbor of commerce*

*Reinforce business by curating retail, restaurants, and experiences to attract customers and owners.*

Goal 1	Enforce and strengthen Village code for aesthetic improvements / maintenance for character and cohesiveness.	
#	Action	Proposed Group(s)
1a	Enforce code regarding old or dirty signs / awnings, storefront appearance, vacant or neglected property, and signage.*	<ul style="list-style-type: none"> <li>Village Building Department</li> <li>New Code Enforcement Officer</li> </ul>
1b	Consider code additions regarding general condition of building facades, storefront window use, peeling paint, and prolonged vacant storefronts.*	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Village Staff</li> <li>Village Attorney</li> </ul>
1c	Develop collaborative relationships between Village, property owners, and business owners through outreach and communication, to promote positive aesthetics.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Downtown Property Owners</li> <li>Downtown Business Owners</li> <li>Chamber of Commerce</li> </ul>
Ideas for Consideration: <ul style="list-style-type: none"> <li>*Refer to Appendix for proposed sections of code for review.</li> <li>Conduct research and feasibility of a storefront vacancy tax.</li> <li>Consider stronger enforcement of noise policies.</li> <li>Consider rejoining Main Street America organization.</li> </ul>		

Goal 2	Leverage existing Village groups / resources to develop and implement systems, guidelines, and / or partnerships.	
#	Action	Proposed Group(s)
2a	Partner Architectural and Historic Review Board (AHRB) and Village Building Department to develop pre-approved aesthetic standards and lower fees for fast-track signage approval, as well as more thorough, strict signage guidelines for new business applications.	<ul style="list-style-type: none"> <li>AHRB</li> <li>Village Building Department</li> <li>Village Attorney</li> <li>Village Board of Trustees</li> </ul>
2b	Shift scope of the Beautification Committee to focus on enhancing Village's qualities and promoting public pride through targeted projects.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Beautification Committee</li> </ul>



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Goal 2	Leverage existing Village groups / resources to develop and implement systems, guidelines, and / or partnerships.	
#	Action	Proposed Group(s)
2c	Partner Tree Consortium, Sustainability Task Force, and Village Arborist to install appropriate trees downtown for aesthetics, walkability, sustainability, and shade.	<ul style="list-style-type: none"> <li>• Tree Consortium</li> <li>• Sustainability Task Force</li> <li>• Village Arborist</li> <li>• Village Staff</li> </ul>
2d	Coordinate Sustainability Task Force, Chamber of Commerce, Beautification Committee, Recreation Commission, and Dobbs Ferry Library to create events that encourage community participation.	<ul style="list-style-type: none"> <li>• Sustainability Task Force</li> <li>• Chamber of Commerce</li> <li>• Beautification Committee</li> <li>• Recreation Commission</li> <li>• Dobbs Ferry Library</li> <li>• Events Committee (new)</li> </ul>
2e	Consider an Old Croton Aqueduct Historic District as proposed by the Historic District Task Force.	<ul style="list-style-type: none"> <li>• Historic District Task Force</li> <li>• Village Board of Trustees</li> <li>• Planning Board</li> <li>• AHRB</li> </ul>
<b>Ideas for Consideration:</b> <ul style="list-style-type: none"> <li>• Goals for Beautification Committee               <ul style="list-style-type: none"> <li>○ Develop guidelines and policies for implementation of a Keep Dobbs Beautiful program.</li> <li>○ Locate and determine sites in need of beautification.</li> <li>○ Engage and educate the public in how beautification strengthens sense of community and pride.</li> <li>○ Solicit sponsorship of “Adopt a Park / Block / Street” projects.</li> <li>○ Implement an annual Mayor’s Beautification Awards Program for property and business owners.</li> </ul> </li> <li>• Apply for grants from Main Street organizations and government entities to improve storefronts.</li> </ul>		

Goal 3	Create and enhance more green spaces for aesthetics and public gathering.	
#	Action	Proposed Group(s)
3a	Secure a grant to transform the intersection of Cedar and Main Streets into a proper town square.*	<ul style="list-style-type: none"> <li>• Village Board of Trustees</li> <li>• Planning Board</li> <li>• Conservation Advisory Board</li> <li>• Village Staff</li> </ul>
3b	Add benches and planters in the Library’s plaza entrance.	<ul style="list-style-type: none"> <li>• Village Library Board</li> </ul>
3c	Revitalize Memorial Park as a destination for Downtown activities and as a gathering place, and work to connect Downtown with Waterfront Park and Metro North train station.	<ul style="list-style-type: none"> <li>• Village Board of Trustees</li> <li>• Recreation Commission</li> <li>• Village Staff</li> </ul>

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Goal 3	Create and enhance more green spaces for aesthetics and public gathering.	
#	Action	Proposed Group(s)
3d	Identify additional green, pedestrian-friendly spaces – such as curb bump-outs, parklets for benches and planters, and dog parks.	<ul style="list-style-type: none"> <li>• Conservation Advisory Board</li> <li>• Recreation Commission</li> <li>• Village Staff</li> </ul>

Ideas for Consideration:

- \*Refer to 2010 Vision Plan (page 78): "Upgrade the Old Croton Aqueduct from Downtown northward. A re-engineered intersection with an articulated sidewalk across Cedar Street (doubling as a traffic calming device) would lead to the entry to the Aqueduct Trail that goes north to the Middle/High School and Mercy College – and which provides students with a safe alternative to walking to and from Downtown along the narrow Broadway sidewalks. The plaza, bus stop, and entry into the Aqueduct Trail should be redesigned; and the woods should be selectively cleared. This would open up views of the trail, creating an inviting cascade of steps that can double as an amphitheater – a village-scale version of the famous Spanish Steps in Rome."
- Expand green space at Cedar and Main Streets into Draper Lane's entrance.
- Investigate creation of a Downtown Business Improvement District (BID).
- Use more appropriate tree species for Downtown streets.
- Enhance Livingston Avenue and Broadway intersection as another Downtown gateway.

Goal 4	Encourage collaboration among stakeholders to develop relationships and an attractive Downtown experience.	
#	Action	Proposed Group(s)
4a	Create an Events Committee that leverages key stakeholders / groups for "experiential" events, including Ferry Festa, 4th of July, Memorial Day Parade, and the development of more experiences.	<ul style="list-style-type: none"> <li>• Village Board of Trustees</li> </ul>

Ideas for Consideration:

- Goals for Events Committee
  - Include representatives from the Chamber of Commerce, Recreation Commission, Dobbs Ferry Library, Dobbs Ferry Historical Society, Sustainability Task Force, and other groups and residents with appropriate experience and interest.
  - Identify and evaluate options to enhance Farmers' Market for accessibility and products.
  - Encourage more sidewalk dining, when / where feasible, and systematize implementation with Village.
  - Build upon existing, successful events that encourage experiences for pedestrians and visitors.
  - Integrate Downtown, 145 Palisade Street, Embassy Center, Dobbs Ferry Library, and Waterfront Park for experiences.
- Create a visitor center / booth.
- Print a 3D model of Downtown using Library printer and hold exhibit on Dobbs Ferry's history.
- Hang town banners from lamp posts.
- Put Village map and other helpful, interesting resources on main board at Cedar and Main Streets intersection.

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Goal 5	Create and implement a plan to improve the tenant mix, fill vacant storefronts, and sustain businesses.	
#	Action	Proposed Group(s)
5a	Create an Economic Development Committee with the ultimate goal of developing and implementing incentives to fill vacancies with appropriate, integrated, successful businesses.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> </ul>
5b	Continue engagement with the Chamber of Commerce and encourage membership and support.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Village Staff</li> <li>Downtown Business Owners</li> <li>Downtown Property Owners</li> </ul>
<p><u>Ideas for Consideration:</u></p> <ul style="list-style-type: none"> <li>Goals for Economic Development Committee               <ul style="list-style-type: none"> <li>Create a toolkit to explain and support updated, streamlined Village processes.</li> <li>Maintain an ongoing list of vacancies and empty storefronts.</li> <li>Meet informally with entrepreneurs, developers, property owners, and commercial entities interested in investing in Village and connect interested parties with Village staff, other businesses, and each other.</li> <li>Partner with Local Development Corporation (LDC) to hold a “pitch” event for prospective small businesses to receive funding from Village’s LDC fund.</li> </ul> </li> <li>Promote Chamber of Commerce programs on small business development, workshops on relevant skills, and other important information through Village’s online platforms.</li> <li>Identify resources, research, and / or consultants for comprehensive report and action plan.</li> </ul>		

Goal 6	Facilitate efforts and feasibility for marketing, heritage tourism, and arts / entertainment.	
#	Action	Proposed Group(s)
6a	Engage with Chamber of Commerce, neighboring village administrations, local attractions, and other groups to establish a tourism marketing campaign highlighting Downtown as a Rivertowns destination.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Events Committee (new)</li> <li>Village Board of Trustees</li> <li>Downtown Business Owners</li> </ul>
6b	Improve signage for accessing points near Downtown (e.g. Old Croton Aqueduct, Metro North), to direct to parking, and to help visitors take advantage of Downtown’s assets.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Village Board of Trustees</li> </ul>
6c	Investigate consolidated funding application (CFA) grants / other funding mechanisms for revitalization projects around entertainment venues.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Village Board of Trustees</li> </ul>

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Goal 6	Facilitate efforts and feasibility for marketing, heritage tourism, and arts / entertainment.	
#	Action	Proposed Group(s)
<p><u>Ideas for Consideration:</u></p> <ul style="list-style-type: none"> <li>• Learn from other villages / towns that engaged in successful tourism marketing campaigns.</li> <li>• Consider revitalization of theater on Cedar Street and / or development of waterfront property at 145 Palisade Street.</li> <li>• Create a self-guided tour and / or Village / Downtown brochure / map with resources and attractions.</li> <li>• Paint a mural or install art representative of the Village at Downtown main entrance(s) / intersection(s)</li> <li>• Have a visitor center / booth</li> </ul>		

**Strategic Objective 2: Improve ease of navigation**

*Bolster patronage by encouraging resources and transportation alternatives to enhance accessibility.*

Goal 1	Allocate parking resources more effectively and efficiently and improve traffic flow.	
#	Action	Proposed Group(s)
1a	Conduct a comprehensive study of transportation, traffic flow, sidewalks, crosswalks, and parking for Downtown.	<ul style="list-style-type: none"> <li>• Village Board of Trustees</li> <li>• Traffic Committee</li> <li>• Village Police Department</li> </ul>
1b	Contact New York State (NYS) about traffic lights at Cedar Street and Broadway and in Dobbs Ferry "Gateway" area to enhance traffic flow.	<ul style="list-style-type: none"> <li>• Village Staff</li> <li>• Traffic Committee</li> </ul>
1c	Consider parking rule changes that help simplify rules for municipal lots to be more user-friendly for residents and enforcement officers.	<ul style="list-style-type: none"> <li>• Village Board of Trustees</li> <li>• Village Police Department</li> <li>• Traffic Committee</li> </ul>
<p><u>Ideas for Consideration:</u></p> <ul style="list-style-type: none"> <li>• Monitor utilization of 99 Cedar Street parking lot and implement pilot programs accordingly.</li> <li>• Evaluate impact of commercial truck deliveries on traffic flow and parking to provide and test solutions.</li> <li>• Identify costs and benefits to creating one-way streets and / or angled parking.</li> <li>• Penalize double-parking of vehicles on Cedar and Main Streets.</li> <li>• Reinstate Gateway Advisory Committee.</li> <li>• Explore parking and pedestrian options at Embassy Club and Dobbs Ferry Library.</li> <li>• Evaluate impact of PILOP (payment in lieu of parking) from new development.</li> <li>• Mark parking spaces on Draper Lane.</li> </ul>		

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Goal 2	Encourage use of alternative transportation options – such as walking, taxis, rideshares, bikes, buses, and shuttles.	
#	Action	Proposed Group(s)
2a	Increase existing shuttle / jitney service hours of operation and stops, including in Downtown, and publicize more widely.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Village Staff</li> <li>Traffic Committee</li> </ul>
2b	Install bike racks where possible, especially along / near the Old Croton Aqueduct.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Village Staff</li> <li>Village Department of Public Works</li> <li>Traffic Committee</li> </ul>
2c	Partner with a shared bicycle service to encourage cycling and reduce vehicle use.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Village Staff</li> <li>Traffic Committee</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Research feasibility of “dockless” and “docked” bikes.</li> <li>Coordinate efforts with neighboring municipalities for bike-sharing offerings.</li> <li>Install attractive bus shelters.</li> </ul>		

Goal 3	Encourage turnover of parking on Main and Cedar Streets.	
#	Action	Proposed Group(s)
3a	Enforce parking regulations and improve user-friendliness and functionality of parking payment meters.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Village Police Department</li> <li>Traffic Committee</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Monitor utilization via “smart” meters and apply any technical upgrades to help with effectiveness.</li> <li>Consider opportunities to provide free parking for holidays and special events.</li> <li>Incentivize business owners and employees to park on side streets or at 99 Cedar Street parking lot instead of Main and Cedar Streets.</li> <li>Consider allowing use of nickels and dimes in parking meters to be more user-friendly.</li> </ul>		



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Goal 4	Improve signage for parking lots and street parking.	
#	Action	Proposed Group(s)
4a	Provide comprehensive, consistent directional signage for all public parking lots.	<ul style="list-style-type: none"> <li>Village Department of Public Works</li> </ul>
4b	Install signage at center of Downtown (Main and Cedar Streets) and at other key locations, outlining time parameters and cost of street parking.	<ul style="list-style-type: none"> <li>Village Department of Public Works</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Include signage of information / schedules about alternative transportation options (e.g. shuttle bus).</li> </ul>		

Goal 5	Repair and beautify existing sidewalks for safety and aesthetics.	
#	Action	Proposed Group(s)
5a	Fix cracked sidewalks, especially where they are obstructed by natural or man-made factors.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Village Department of Public Works</li> <li>Village Staff</li> </ul>
5b	Encourage new development projects to include in their proposals wider sidewalks, and whenever and wherever possible, to provide more space for walking, greenery, and / or seating.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Planning Board</li> <li>AHRB</li> </ul>
5c	Reinstate Sidewalks Committee to serve as lead stakeholder group for relevant projects.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Coordinate sidewalk improvements with other infrastructural and / or beautification projects.</li> </ul>		

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Goal 6	Install additional crosswalks on Cedar and Main Streets.	
#	Action	Proposed Group(s)
6a	Consider adding crosswalks at intersection of Cedar and Main Streets at all remaining corners.	<ul style="list-style-type: none"> <li>Traffic Committee</li> <li>Village Department of Public Works</li> <li>Village Police Department</li> </ul>
6b	Consider adding crosswalks at points of intersection between Cedar Street and side streets.	<ul style="list-style-type: none"> <li>Traffic Committee</li> <li>Village Department of Public Works</li> <li>Village Police Department</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Leverage Safe Routes Committee as lead key stakeholder group.</li> </ul>		

**Strategic Objective 3: Anchor for infrastructure**

*Lay foundation by improving infrastructure and Village services to build for a brighter future.*

Goal 1	Update, revise, and align relevant Village documents to reflect findings and approved recommendations.	
#	Action	Proposed Group(s)
1a	Revise 2010 Vision Plan, Section 5 (Downtown and Gateway) to reflect Downtown Improvement Task Force's findings and to encourage appropriate development to retain Village's character – specifically along Cedar and Main Streets.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Village Comprehensive Plan Consultant</li> <li>Village Staff</li> <li>Village Attorney</li> </ul>
1b	Review and revise Village code to reflect updated Comprehensive Plan.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Village Staff</li> <li>Village Attorney</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Rename Vision Plan to Comprehensive Plan once updated in order to impress upon importance and authority.</li> <li>Review recent studies and documents from Village boards / committees for alignment and relevant information.</li> <li>Use data collected from Downtown Improvement Task Force to inform changes.</li> </ul>		

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Goal 2	Improve informal and formal communications with business owners, residents, and property owners.	
#	Action	Proposed Group(s)
2a	Create and / or strengthen Village's and its Downtown social media presence, website, and email outreach.	<ul style="list-style-type: none"> <li>• Village Staff</li> <li>• Village Board of Trustees</li> <li>• Economic Development Committee (new)</li> </ul>
2b	Build a database of business and property owners with information from Building and Fire Departments.	<ul style="list-style-type: none"> <li>• Village Staff</li> <li>• Village Building Department</li> <li>• Village Fire Department</li> </ul>
2c	Create a Downtown Improvement or Downtown Business page on Village website.	<ul style="list-style-type: none"> <li>• Village Staff</li> <li>• Village Building Department</li> <li>• Economic Development Committee (new)</li> </ul>
2d	Enhance use of Village's announcement board at Main and Cedar Streets for more frequent communications, including Downtown events and news.	<ul style="list-style-type: none"> <li>• Village Staff</li> <li>• Village Recreation Department</li> <li>• Economic Development Committee (new)</li> <li>• Events Committee (new)</li> </ul>
Ideas for Consideration: <ul style="list-style-type: none"> <li>• Hire a staff member for Village-related communications and/or consider shared service with neighboring Rivertowns and / or Dobbs Ferry Library.</li> <li>• Consider use of a "smart" / "electronic" sign of community events at various Village points and / or "apps".</li> <li>• Validate proposed Downtown directory with DITF's retail database and property information from Greenburgh tax rolls.</li> <li>• Continue in-person and print communications with Downtown business and property owners.</li> </ul>		

Goal 3	Increase Village staff / efforts for more resources, implementation, and accountability.	
#	Action	Proposed Group(s)
3a	Hire a full-time dedicated code enforcement officer to help enforce code regarding garbage, sidewalks, signage, windows, and lighting.*	<ul style="list-style-type: none"> <li>• Village Staff</li> <li>• Village Board of Trustees</li> </ul>
3b	Streamline Village processes for prospective, new, and existing businesses and for improving buildings.	<ul style="list-style-type: none"> <li>• Village Staff</li> <li>• Village Building Department</li> <li>• Economic Development Committee (new)</li> </ul>
3c	Communicate prominently via Village website about new, updated policies and regulations for business and property owners regarding Village code, forms, and inspection requirements.	<ul style="list-style-type: none"> <li>• Village Staff</li> <li>• Village Building Department</li> </ul>

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Goal 3	Increase Village staff / efforts for more resources, implementation, and accountability.	
#	Action	Proposed Group(s)
3d	Identify and secure grants, donations, and other resources for infrastructure and public spaces.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Boards and Committees</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>*Refer to Appendix for proposed sections of code for review.</li> <li>Look at websites of other towns / villages for best practices and ideas.</li> <li>Provide a summary on Village website of key, helpful information and forms for prospective business and property owners.</li> <li>Encourage creation of plaques, a conservancy, an adopt-a-park committee, and private sponsorships / partnerships.</li> <li>Investigate creation of a Business Improvement District (BID).</li> </ul>		

Goal 4	Improve enforcement of garbage and recycling regulations and Village services.	
#	Action	Proposed Group(s)
4a	Leverage Sustainability Task Force, Beautification Committee, and other interest programs as key stakeholder groups to help encourage clean streets and proper recycling.	<ul style="list-style-type: none"> <li>Village Department of Public Works</li> <li>Sustainability Task Force</li> <li>Beautification Committee</li> </ul>
4b	Encourage and reinforce complete, satisfactory execution of garbage / recycling services by Department of Public Works.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Village Department of Public Works</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Communicate more directly via mail and / or email to business owners, property owners, and residents to reinforce rules about garbage and cleanliness.</li> <li>Work with Department of Public Works to identify opportunities and best practices to improve collection and pick-up.</li> <li>Evaluate if Downtown pick-up days should change to alleviate potential code violations.</li> <li>Consider ways to enforce placement of garbage and recycling in appropriate receptacles and not on tree wells.</li> </ul>		

Goal 5	Install more garbage and recycling receptacles at key locations.	
#	Action	Proposed Group(s)
5a	Purchase and install new, uniform-looking, sturdy, environmentally-friendly receptacles, as recommended by the Sustainability Task Force in 2018.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Village Board of Trustees</li> <li>Village Department of Public Works</li> <li>Sustainability Task Force</li> </ul>

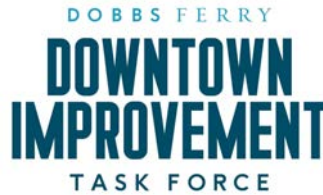
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Goal 5	Install more garbage and recycling receptacles at key locations.	
#	Action	Proposed Group(s)
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Install dog waste bag dispensers along the Old Croton Aqueduct and at other key Downtown locations.</li> </ul>		

Goal 6	Take a multi-phased approach to address cleaning up or undergrounding existing utility wires.	
#	Action	Proposed Group(s)
6a	Connect with utility companies to remove dead wires from utility poles to minimize safety hazards and improve aesthetics.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Village Board of Trustees</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Determine alternatives to undergrounding, if not feasible, and develop plan for implementation.</li> <li>Coordinate construction work with other relevant infrastructural projects as much as possible.</li> <li>Investigate financial resources, such as grants and increased revenue streams (e.g. county sales tax, hotel tax), for funding.</li> <li>Circulate and communicate about letter from Board of Trustees to ConEd following Open Wires Forum in February 2019.</li> </ul>		

Goal 7	Implement a system of accountability for recommendations and activity among Village and stakeholders.	
#	Action	Proposed Group(s)
7a	Resolve to approve recommendations from this report and implement a plan for accountability and sustainability of approved recommendations.	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> </ul>
7b	Conduct a formal annual review of Village's Comprehensive Plan to ensure relevance and enforcement.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Village Board of Trustees</li> </ul>
<u>Ideas for Consideration:</u> <ul style="list-style-type: none"> <li>Consider an Audit Committee comprised of participants from various, diverse stakeholder groups to improve synergy and communication between Village, residents, business owners, and property owners.</li> <li>Reinstate Downtown Committee to help with accountability and engagement.</li> </ul>		





## CONCLUSION

The residents, business owners, and property owners of Dobbs Ferry are eager for a significant transformation of Downtown. Our Village's reputation has grown thanks to word of mouth and numerous mentions in the press in recent years, leading to increased interest by potential homeowners and business owners. Yet longstanding challenges in the Downtown stand in the way of our Village taking advantage of this renewed interest and becoming the best possible version of itself.

Investing in and maximizing the potential of the incredible asset of Dobbs Ferry's Downtown would dramatically improve the dynamics of our Village and lead to many benefits, including a more attractive downtown, enhanced Village reputation, a heightened sense of community, increased commercial revenue for the Village, increased patronage of and municipal support for existing and future businesses, and enhanced regionalism among the Rivertowns.

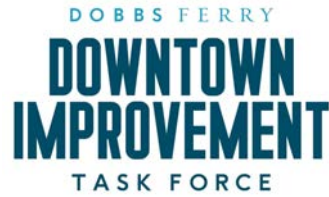
We are fortunate to have as our starting point a walkable riverfront Downtown with historic properties and landmark parks. Our community will be best served when we optimize use of the attributes that already exist and the skills and passion of our residents, business owners, and property owners to make Dobbs Ferry a truly beautiful, vibrant, and regionally competitive Village.

The Dobbs Ferry Downtown Improvement Task Force (DITF) was honored to have the opportunity to conduct the research and invest significant time in answering the Village's call for a thorough analysis of assets, challenges, and potential as we developed this report. We dedicated hundreds of hours of volunteer time to this effort, not to mention the innumerable hours lent by the nearly 1,000 survey respondents and other participants in our information-gathering efforts.

We set out to conduct research and data collection that would be most useful and actionable to the Village, and hope we have delivered a set of achievable recommendations that is essential to our Village's future viability. We feel confident that if the Village, with support of volunteer groups and committees, commits to following our recommendations and action plan, the benefits articulated here will begin to emerge.

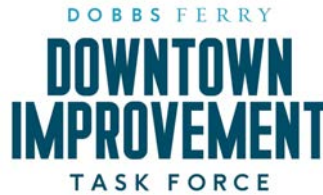
Thank you again for the opportunity to present this report and share our findings. We are ready to support the Village in the next phase of planning and implementation to make these recommendations come to life.

-Dobbs Ferry Downtown Improvement Task Force



## **APPENDIX**

A: Proposed Code Sections for Update	Page 25
B: Community Survey Announcement & Questions	Page 28
C: Community Survey Findings Presentation	Page 34
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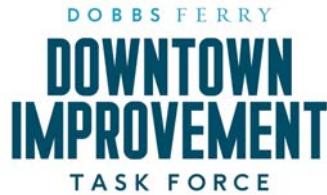
## APPENDIX A: PROPOSED CODE SECTIONS FOR UPDATE

### *Strategic Objective 1: Build a harbor of commerce*

*Reinforce business by curating retail, restaurants, and experiences to attract customers and owners.*

Goal 1	Enforce and strengthen Village code for aesthetic improvements / maintenance for character and cohesiveness.	
#	Action	Group
1a	Enforce code regarding old or dirty signs / awnings, storefront appearance, vacant or neglected property, and signage.*	<ul style="list-style-type: none"> <li>Village Building Department</li> <li>New Code Enforcement Officer</li> </ul>
1b	Consider code additions regarding general condition of building facades, storefront window use, peeling paint, and prolonged vacant storefronts.*	<ul style="list-style-type: none"> <li>Village Board of Trustees</li> <li>Village Staff</li> <li>Village Attorney</li> </ul>

- **300-50 B 6:** "Sign maintenance. All signs, together with all supports, braces, hoods, guys and anchors, shall be kept in good repair and shall be painted or cleaned as often as necessary to maintain a safe and clean, neat and orderly appearance. The period for correction of disrepair shall not exceed 10 days from the date a notice of violation is issued to the violator by the Land Use Officer."
- **300-50 B 2f:** "No old sign may be repurposed by removing or painting over letters or symbols."
- **300-50 B 2g:** "Where a sign is removed, the business or property owner shall cover the sign location with a replacement sign similar in size to the former sign or by replacing materials consistent with the exterior materials of the facade."
- **300-50 B 7:** "Sign removal. The Village of Dobbs Ferry may, with 30 days' prior written notice to the property and/or sign owner(s), remove sign(s) that are in violation of this section without further notice or further proceedings at the expense of the property and/or sign owner. The expense may be recovered by the Village in an action pursuant to this chapter that shall be instituted in the appropriate court having jurisdiction over this matter."
- **300-50 D:** "Prohibited signs. Except where otherwise provided, the following signs are prohibited:(7) Animated signs; (8) Illuminated flashing signs"
- **300-50 E 2:** "Signs that are not lawfully preexisting (i.e., signs erected or changed without the benefit of a valid permit, Planning Board approval or a variance) must be brought into compliance with all the provisions of this article. No lawfully preexisting, nonconforming sign may be reestablished after it has been abandoned or discontinued for a period of 90 days or more."
- **300-41 B 3:** "No flickering, rotating or flashing lights shall be permitted, except for temporary decorative seasonal lighting."
- **264-4 A:** "Every owner of vacant property and every owner, occupant or leaseholder of occupied property is hereby required to keep the sidewalk area, whether paved or unpaved, adjoining said property free of all accumulation of trash, rubbish, weeds, leaves and other obstructions and to maintain the sidewalk area, whether paved or unpaved, adjoining said property in a safe and litter-free condition."

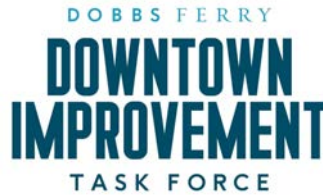


**Strategic Objective 3: Anchor for infrastructure**

*Lay foundation by improving infrastructure and Village services to build for a brighter future.*

Goal 3	Increase Village staff / efforts for more resources, implementation, and accountability.	
#	Action	Group
3d	Identify and secure grants, donations, and other resources for infrastructure and public spaces.	<ul style="list-style-type: none"> <li>Village Staff</li> <li>Boards and Committees</li> </ul>

- **264-4 A:** "Every owner of vacant property and every owner, occupant or leaseholder of occupied property is hereby required to keep the sidewalk area, whether paved or unpaved, adjoining said property free of all accumulation of trash, rubbish, weeds, leaves and other obstructions and to maintain the sidewalk area, whether paved or unpaved, adjoining said property in a safe and litter-free condition."
- **213-1:** "No person, firm or corporation shall place or cause to be placed any garbage, rubbish or ashes upon or otherwise litter any public street, sidewalk or area in the village."



## APPENDIX B: COMMUNITY SURVEY ANNOUNCEMENT & QUESTIONS

### YOU CAN HELP SHAPE THE FUTURE OF DOWNTOWN DOBBS FERRY

**Dobbs Ferry's Downtown Improvement Task Force** needs your input to help plan the future of our downtown, along Cedar and Main Streets. It will take only about eight minutes to participate. To protect your privacy, your contact information will not be associated with your responses.

If you are able to complete the survey online, that would be appreciated. Here is the URL:  
<https://www.research.net/r/DFDowntown>

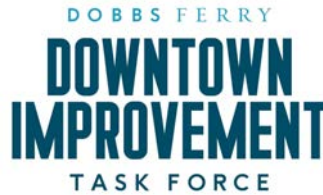
If someone you know needs a hardcopy version, those are available through the Dobbs Ferry Public Library, 55 Main Street, at the front desk, or the Dobbs Ferry Village Hall, 112 Main Street, through Elizabeth Dreaper, Village Clerk. Both locations have an envelope for completed surveys.

**If you complete the survey by Friday, March 1, 2019, and include your contact info at the end, you'll have a chance to win one of six \$15 gift certificates for a local restaurant.** Winners will be notified by March 15, 2019.

Thanks in advance for taking a few minutes to share your thoughts about Dobbs Ferry's Downtown to help improve our community!

**The Dobbs Ferry Downtown Improvement Task Force** is an independent, all-volunteer task force that has been analyzing existing data and gathering insights from residents, property owners and small business owners. It is also preparing case studies on the revitalization of downtowns in the region. To learn more about the task force, or if you have questions about the survey, please contact [DowntownDobbsFerry@gmail.com](mailto:DowntownDobbsFerry@gmail.com).





## THIS IS YOUR CHANCE TO HELP PLAN THE FUTURE OF DOWNTOWN DOBBS FERRY

Dobbs Ferry's Downtown Improvement Task Force needs your input to help plan the future of our downtown, along Cedar and Main Streets. It will take only about six minutes to participate, and to protect your privacy, your contact information will not be associated with your responses.

**If you complete our questionnaire by Friday, March 1, 2019, and include your contact info at the end, you'll have a chance to win one of six \$15 gift certificates for a local restaurant.** We will notify all winners by March 15, 2019.

Thanks in advance for taking a few minutes to share your thoughts about Dobbs Ferry's Downtown to help improve our community!

-Dobbs Ferry Downtown Improvement Task Force

### About Us

We are an independent, volunteer task force that has been analyzing existing data and gathering new insights from residents, property owners and small business owners. You may already know of us from Ferry Festa, community forums, and our visits to local businesses. We are also preparing case studies on the revitalization of downtowns in the region, and interacting with other Dobbs Ferry committees. To learn more about our task force, please contact us at [DowntownDobbsFerry@gmail.com](mailto:DowntownDobbsFerry@gmail.com).

---

**How did you receive the link to this survey?** If you received the invitation more than once, please select the way through which you are completing it.

Church/synagogue newsletter  
Dobbs Ferry Downtown Listserv  
Dobbs Ferry Mayor's Newsletter  
Dobbs Ferry Public Library  
Dobbs Ferry Village Hall  
Friend, colleague or family member  
Local Facebook groups (e.g. 10522)  
LoHud.com

Mercy College  
Nextdoor.com  
PTA group  
RiverJournalOnline.com  
Rivertowns Enterprise  
Other \_\_\_\_\_  
Not sure

### What are your favorite downtowns in the region? You may select up to THREE.

Ardsley  
Armonk  
Beacon  
Bedford  
Brewster  
Briarcliff  
Manor  
Bronxville  
Chappaqua  
Cold Spring  
Croton  
Dobbs Ferry  
Eastchester  
Elmsford

Greenwich,  
CT  
Harrison  
Hartsdale  
Hastings-on-  
Hudson  
Haverstraw  
Hawthorne  
Irvington  
Katonah  
Larchmont  
Mamaroneck  
Millwood  
Mount Kisco

Mount  
Vernon  
Nanuet  
New Canaan,  
CT  
New Rochelle  
Norwalk, CT  
Nyack  
Ossining  
Pearl River  
Peekskill  
Pelham  
Manor  
Pleasantville

Port Chester  
Rye  
Rye Brook  
Scarsdale  
Sleepy  
Hollow  
Stamford  
Tarrytown  
Tuckahoe  
Valhalla  
Westport, CT  
White Plains  
Yonkers  
Yorktown

### What do you like BEST about Downtown Dobbs Ferry? Select up to THREE.

Family-owned restaurants  
Independent retail shops

DOBBS FERRY

# DOWNTOWN IMPROVEMENT

TASK FORCE

Walkability and accessibility  
 Friendly, hometown feeling  
 Proximity to waterfront  
 Historic and quaint village  
 Variety of service businesses  
 Events such as Ferry Festa  
 Bars  
 Other \_\_\_\_\_

**If you were responsible for improving Downtown Dobbs Ferry, which, if any, of these projects would be your top priorities? Select up to FOUR.**

Add more specialty retail stores  
 Offer more diverse restaurants  
 Improve parking options, availability  
 Emphasize trash cleanup, recycling  
 Provide better sidewalks, crosswalks  
 Bury all overhead wires downtown  
 Provide better lighting (e.g. solar)  
 Beautify village with trees and planters  
 Create consistent, attractive storefronts  
 Improve traffic flow through downtown  
 Add outdoor gathering spaces with benches  
 Offer more community activities, festivals  
 Make it more bike friendly (bike lanes, bike rentals)  
 Provide a Rivertowns Trolley service  
 Other \_\_\_\_\_

**About how often are you in Downtown Dobbs Ferry (Cedar and/or Main Street) on weekdays (anytime Monday through Friday)?**

Daily	Every few months
Two to three times a week	Quarterly
Weekly	A few times a year
Twice a month	Yearly or less often
Monthly	

**About how often are you in Downtown Dobbs Ferry (Cedar and/or Main Street) on weekends (anytime Saturday and/or Sunday)?**

More than once every weekend	Every few months
Every weekend	Quarterly
Twice a month	A few times a year
Monthly	Yearly or less often

**How do you typically get to Downtown Dobbs Ferry? Select any or all that apply.**

On foot, since I live downtown	Motorcycle
On foot, since I live nearby	Car
Bicycle	Taxi/Uber/Lyft
Bus	Other _____

**What special events if any, should Downtown Dobbs Ferry offer?**

DOBBS FERRY  
**DOWNTOWN  
IMPROVEMENT**  
TASK FORCE

**Which, if any, ongoing entertainment options would you like to see in Downtown Dobbs Ferry?** Select up to FOUR. If none, please skip.

Art/creative space	Movie theatre (small)
Bowling alley	Music/theatre performance hall
Brewery	Spinning studio
Coffeehouse with live music	Wine bar
Comedy/improv club	Yoga/Meditation studio
Dance studio	Youth activity/games center
Gym/Fitness center	Other _____

**About how often do you purchase actual, tangible consumer products online?** For this estimate, do not include purchase of any services (e.g. travel, event tickets).

Daily	Every few months
Two to three times a week	Quarterly
Weekly	A few times a year
Twice a month	Yearly or less often
Monthly	Not at all

**Which, if any, specialty shops would you most want to visit when you are in Downtown Dobbs Ferry?** Select up to FIVE. If none, please skip.

Antique store	Housewares store
Athletic apparel store	Jewelry store
Bookstore (independent)	Luggage/bag store
Card/stationery store	Men's clothing store
Children's/Infant's clothing store	Outdoor gear store
Clothing accessories store	Pet supply store
Crafts/sewing store	Pop-up store/market
Discount/dollar store	Shoe store
Drugstore	Toys/games store
Florist	Women's clothing store
Gift shop / boutique	Other _____

**Which food/beverage shops, if any, should we add to our Downtown?** Select up to THREE. If none, please skip.

Bakery (kneaded bread, pastries)	Fruit/vegetable produce shop
Candy/nut/confectionary store	Health food store
Coffee shop / Café	Ice cream shop
Convenience store	Soup/sandwich/salad shop
Gourmet food/cheese shop	Other _____

**Where do you typically buy fresh fruits and vegetables?** Select up to FOUR. If none, please skip.

Brooklyn Market – Dobbs Ferry	Mrs. Green's Natural Market – Scarsdale
Costco - Yonkers	Sam's Club - Elmsford
DeCicco & Sons - Ardsley	Stew Leonard's Farm Fresh Food - Yonkers
DeCicco & Sons - Scarsdale	Shop Rite – Scarsdale
Farmer's Market – Dobbs Ferry	Stop & Shop – Dobbs Ferry
Farmer's Market – Irvington	Stop & Shop – Tarrytown
Farmer's Market – Hastings-on-Hudson	Trader Joe's – Scarsdale
Fresh Market – Scarsdale	Trader Joe's – White Plains
Foodtown – Hastings-on-Hudson	Whole Foods – White Plains
Green Organic Market – Hartsdale	Other _____

DOBBS FERRY

# DOWNTOWN IMPROVEMENT

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If you, or anyone in your family, follow a special diet, please select any or all that apply. Otherwise, please skip.

Dairy-free	Raw-food
Gluten-free	Sugar-free
Kosher	Vegetarian
Low-fat / low-cholesterol	Vegan
Organic	Other_____

What kinds of dine-in experiences would you like to see—or see more of—in our Downtown? Select up to THREE. If none, please skip.

Bistro	Family style
Brasserie	Fast casual
Buffet	Fast food / Food court
Café	Fine dining
Casual	Other_____

Which specialty ethnic restaurants, if any, should Downtown Dobbs Ferry add? Select up to FOUR. If none, please skip.

Chinese	Mexican
French	Moroccan
German	Scandinavian
Greek	Spanish Tapas
Indian	Thai
Italian	Turkish
Japanese	Vietnamese
Korean	Other_____

Which types of services, if any, would you like to see added, or expanded, in Downtown Dobbs Ferry? Select up to THREE. If none, please skip.

Bike rental service	Physician
Coworking spaces	Physical therapy
Dancing school	Senior Center
Daycare center	Spa
Dentist	Veterinarian
Tax/Financial services	Other_____
Laundromat	
Optometrist	

What else should we do to improve Downtown Dobbs Ferry? Specific comments are most helpful.

How long have you lived in Dobbs Ferry?

One year to less than five years  
 Five years to less than 10 years  
 10 years to less than 15 years  
 15 years to less than 20 years  
 20 years to less than 25 years  
 25 years or more  
 I do not live in Dobbs Ferry.

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**DOWNTOWN  
IMPROVEMENT**  
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**How many people, including yourself, currently live in your household? Those living in your household need not be family members.**

- Six or more
- Four to five
- Two to three
- One
- Prefer not to say

**Do you have anyone younger than 18 currently residing in your household?**

- Yes
- No
- Prefer not to say

**Do you have one or more pets?**

- Yes
- No
- Prefer not to say

**Which, if any, of the following apply to you? Select any or all that apply.**

- I own residential property in Dobbs Ferry.
- I rent residential property in Dobbs Ferry.
- I own commercial property in Dobbs Ferry.
- I rent commercial property in Dobbs Ferry.
- I run a small business in Dobbs Ferry.
- None of these statements apply to me.

**If you own property in Dobbs Ferry—whether commercial, residential or both—where is it? Select any or all that apply.**

- On Main Street
- On Cedar Street
- On another street
- I do not own property in Dobbs Ferry.

**What is the highest level of education you have *completed*?**

- Doctorate
- Master's degree(s)
- Bachelor's degree(s)
- Associate degree(s)
- Occupational license
- High school
- Prefer not to say

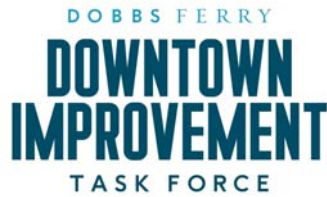
**Are you currently a college student?**

- Yes, in Westchester County
- Yes, in another area
- No

**What is your age group?**

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75+
- Prefer not to say

**Gender:**



**To be included in a drawing to win one of six \$15 gift certificates to a local Dobbs Ferry restaurant, please provide your name and contact information here.** Any identifying information you provide will be kept separate from your individual responses to protect your privacy. If you are a winner, we will notify you by March 15, 2019. Good luck!

Name\_\_\_\_\_

Email address\_\_\_\_\_

Phone\_\_\_\_\_

**Are you also willing to share your name and email address with the Village of Dobbs Ferry only for infrequent research purposes such as this one aimed at improving the community?**

Yes

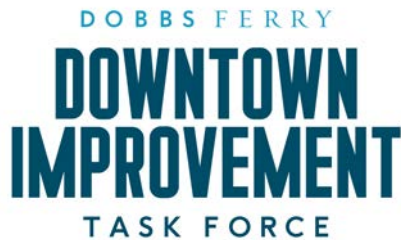
No

**The Dobbs Ferry Downtown Improvement Task Force thanks you for taking time to share your insights to help improve our downtown! We are looking forward to reading your responses and incorporating the collective insights into our upcoming recommendations to the Dobbs Ferry Board of Trustees and the Mayor.**



## APPENDIX C: COMMUNITY SURVEY FINDINGS PRESENTATION

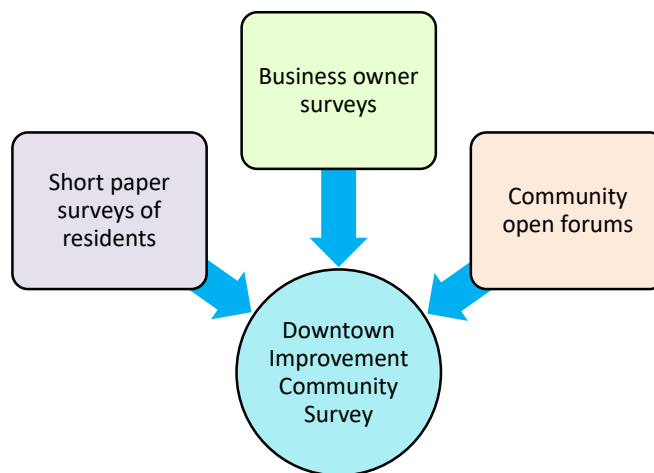
(Presented to Village of Dobbs Ferry Board of Trustees on April 23, 2019)



### Dobbs Ferry Downtown Improvement Community Survey Findings

Mary Mitchell and team  
Downtown Improvement Task Force  
April 23, 2019

#### The Downtown Improvement Task Force's Earlier Research Efforts Led to Creation of Our Larger Community Survey.



# DOBBS FERRY DOWNTOWN IMPROVEMENT TASK FORCE

## We Sent Survey Invitations Via 14 Community Channels, and Heard from 929 Individuals, Including Many Downtowners.

Channel (Source of Survey Invitation)	# Respondents	Percent of Respondents	Total Audience	% of Audience Responding
Dobbs Ferry Mayor's Newsletter (email)	154	17%	1,600	10%
Dobbs Ferry Downtown Listserv (email)	115	12%	150	77%
Nextdoor.com	114	12%	965	12%
Facebook group (e.g. "10522")	110	12%	4,033*	2%
Downtown Improvement Task Force Letter	75	8%	250	30%
Dobbs Ferry Village Hall	66	7%	na	na
Dobbs Ferry Public Library (email, FB page)	66	7%	1,000	7%
University / College (Mercy College)	60	6%	759	8%
Not sure	48	5%	na	na
Friend/Spouse/Partner	35	4%	na	na
Apartment building management	29	3%	600	5%
Town of Greenburgh mailing to Dobbs Ferry	29	3%	11,100	1%
Parent organizations/groups	11	1%	5,000	1%
Church/Synagogue	11	1%	750	1%
Gym / Community Center	3	1%	1,000	1%
Newspaper or news site/app	3	1%	na	na
<b>TOTAL</b>	<b>929</b>	<b>100%</b>	<b>na</b>	<b>na</b>

For online survey to Dobbs Ferry community residents (with hardcopy option) from February 4, 2019 through March 9, 2019.

\*"10522" has 3,270 members and "10522 Parents" has 763 members. We did not track each response rate separately.

All downtown property owners along Cedar and Main were contacted via direct outreach (door-to-door, letters). We heard from 30% of them.



## Our Survey Was Accessible Across Age Groups and Devices



Smartphone

In all our announcements (print, email, social), we requested that people complete our survey online. If they could not, we directed them to the library or Village Clerk's office for a hardcopy.



### Dobbs Ferry Community Survey

#### Welcome

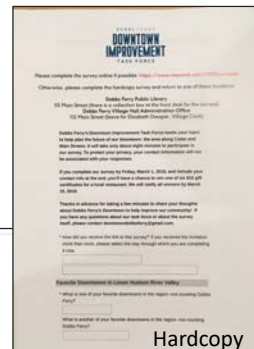
Dobbs Ferry's Downtown Improvement Task Force needs your input to help plan the future of our downtown: the area along Cedar and Main Streets. It will take only about eight minutes to participate in our survey. To protect your privacy, your contact information will not be associated with your responses.

If you complete our survey by Friday, March 1, 2019, and include your contact info at the end, you'll have a chance to win one of six \$15 gift certificates for a local restaurant. We will notify all winners by March 15, 2019.

Thanks in advance for taking a few minutes to share your thoughts about Dobbs Ferry's Downtown to help improve our community! If you have any questions about our task force or about the survey itself, please contact [downtowndobbsferry@gmail.com](mailto:downtowndobbsferry@gmail.com).



Laptop or desktop

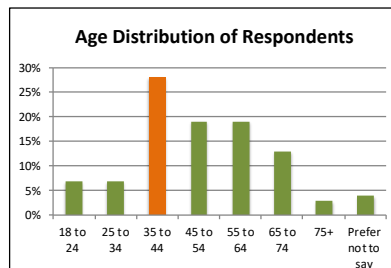
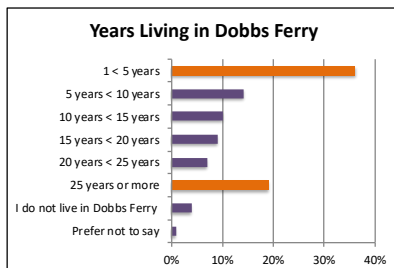


Hardcopy

Tablet version (not shown) was slightly smaller.



## Our Respondents Included Dobbs Ferry Newcomers and Long-timers, All Ages and Many Property Owners.



**87% Bachelor's degree or higher**

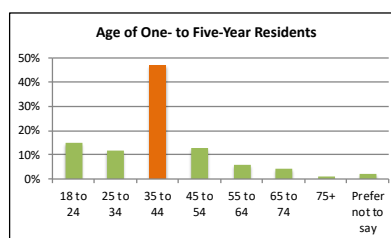
**69% Property owners\***

**61% Female**

**46% Have kids younger than 18**

**46% Have pets**

\*This includes property owners throughout Dobbs Ferry. All those along Cedar and Main were contacted via direct outreach (door-to-door, letters).



Data from Dobbs Ferry Downtown Improvement Community Survey, conducted Feb-March 2019. Results are in line with Dobbs Ferry Demographics Profile (median age 41.1).

## Our Key Questions Covered Respondents' Habits, Top Priorities and Expectations Related to Downtown.

### What are your...

- Favorite downtowns?
- Priorities for Dobbs Ferry?
- Other suggestions for improving our downtown?

### What do you like best about Dobbs Ferry's downtown?

### How often do you...

- Go downtown?
- Shop online for products?

### What are your expectations for...

- Ongoing entertainment?
- Downtown events / festivals?
- Specialty shops?
- Food / beverage shops?
- Cuisine options and dine-in experiences?
- Additional services?

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**DOWNTOWN  
IMPROVEMENT**  
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## When We Asked About Favorite Downtowns Other Than Dobbs Ferry, the Answer Was Clear: Tarrytown.



Favorite Downtown	Mentioned first	Mentioned second	Total mentions
<b>Tarrytown</b>	<b>268</b>	<b>127</b>	<b>395</b>
Irvington	95	88	183
Hastings-on-Hudson	107	69	176
Cold Spring	56	95	151
Bronxville	67	55	122
Nyack	37	38	75
Scarsdale	26	49	75
Greenwich, CT	31	39	70
White Plains	28	35	63
Beacon	30	33	63
Rye	33	24	57
Pleasantville	13	25	38
Ardsley	27	9	36
Katonah	16	16	32

Base of 929 respondents mentioning at least one downtown; 47 did not list a second one. Data from Dobbs Ferry Downtown Improvement Community Survey, conducted Feb-March 2019.

43% chose Tarrytown from a list of 48 area downtowns. These were the 14 most-mentioned ones.

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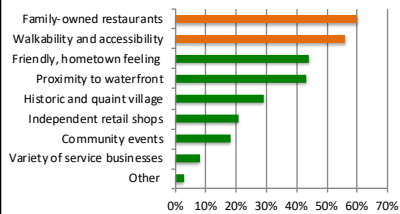
## Most Respondents Go to Downtown Dobbs Ferry Weekly. They Like the Family-Owned Restaurants and Walkability.



**82%** Visit at least once  
Monday – Friday  
**58%** Visit every weekend

Based on 893 respondents to each question.

### What They Like Best About Dobbs Ferry



Based on 917 respondents. Percent totals more than 100, as respondents could choose up to three factors. Dobbs Ferry Downtown Improvement Community Survey, conducted Feb-March 2019.

### They Like Walkability, but...

**79%** Drive there  
**44%** Walk sometimes  
**10%** Walk always

Based on 892 respondents. Percents total more than 100 because respondents could choose any or all that applied.

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IMPROVEMENT**  
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**With 79% Driving Downtown, It Should Come as No Surprise That Parking is the Top Priority of Residents—and of Small Business Owners—for Improving Downtown Dobbs Ferry.**



For residents, it's about convenience and time savings. For business owners, issues with parking impact foot traffic in their shops.

## Respondents Prioritized 15 Potential Improvements for Downtown Dobbs Ferry, Shaping Our Key Focus Areas.

Top Improvement Priorities for Downtown	Count	Percent
<b>Improve parking options, availability</b>	<b>488</b>	<b>54%</b>
Add more specialty retail stores	390	43%
Create consistent, attractive storefronts	347	38%
Offer more diverse restaurants	344	38%
Add outdoor gathering spaces with benches	326	36%
Improve traffic flow through downtown	296	33%
Plant trees and add sidewalk planters	290	32%
Bury all overhead wires in downtown	288	32%
Offer more community activities, festivals	225	25%
Provide a trolley/shuttle among Rivertowns	185	20%
Provide better sidewalks, crosswalks	161	18%
Emphasize trash cleanup, recycling	137	15%
Other	110	12%
Create bike lanes downtown	67	7%
Provide better lighting (e.g. solar)	61	7%

Based on 904 respondents. Percents total more than 100 as respondents could choose up to five projects that they considered important. All choices are represented here. Data from Dobbs Ferry Downtown Improvement Community Survey, Feb-March 2019.



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**DOWNTOWN  
IMPROVEMENT**  
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## Residents Want More Specialty Retail Shops: An Independent Bookstore, Then Four Others.

Which, if Any, Specialty Shops Do They Want?	Count	Percent
<b>Bookstore (independent)</b>	<b>455</b>	<b>52%</b>
Card/Stationery store	301	35%
Gift Shop / Boutique	281	32%
Pop-up Store/Market	226	26%
Toys/Games store	216	25%
Antique store	185	21%
Florist	185	21%
Housewares store	177	20%
Women's Clothing store	166	19%
Athletic Apparel store	128	15%
Pet Supply store	125	14%
Crafts/Sewing store	124	14%
Shoe store	110	13%
Children's/Infant's Clothing store	107	12%
Discount/Dollar store	107	12%
Drugstore	103	12%
Outdoor Gear store	103	12%
Clothing Accessories store	102	12%
Other	90	10%
Men's Clothing store	63	7%
Jewelry store	42	5%
Luggage/Bag store	7	1%

The number responding to this question was 868. Percentages total more than 100% because respondents could pick up to five choices. Data from Dobbs Ferry Downtown Improvement Community Survey conducted Feb-March 2019.



While 57% (496) buy various goods online at least once a week, they **STILL** would like to see these specialty shops in Downtown Dobbs Ferry.

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IMPROVEMENT**  
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## For Downtown Food/Beverage Shops, They Want a Bakery, Then a Gourmet Food Shop, and a Café.



Which food/beverage shops do they want?	Count	Percent
<b>Bakery (kneaded bread, pastries)</b>	<b>605</b>	<b>71%</b>
Gourmet food / cheese shop	328	38%
Coffee shop / Café	273	32%
Fruit / vegetable produce shop	245	29%
Soup/sandwich/salad shop	208	24%
Health food store	185	22%
Ice cream shop	160	19%
Candy/nut/confectionary store	68	8%
Small grocery store	56	7%
Convenience store	35	4%
Other	35	4%
Other: Fresh fish market	26	3%
None of these	22	3%

Base of 855 respondents to this question. As they could select up to three types of food/beverage shops, percents add to more than 100. Data from Dobbs Ferry Downtown Improvement Community Survey conducted Feb-March 2019.

Many respondents and/or their families follow special diets. Most popular:

**43% - Organic**  
**32% - Vegetarian**  
**22% - Gluten-free**

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## For Downtown Restaurants, They Want Greek, Spanish Tapas, Indian and Thai Cuisine. Plus, More Bistros, Cafés.

Types of Cuisines Preferred	Count	Percent
<b>Greek</b>	<b>319</b>	<b>38%</b>
<b>Indian</b>	<b>311</b>	<b>37%</b>
<b>Spanish Tapas</b>	<b>310</b>	<b>37%</b>
<b>Thai</b>	<b>308</b>	<b>36%</b>
Mexican	178	21%
Vietnamese	171	20%
French	155	18%
Korean	119	14%
Turkish	109	13%
Moroccan	104	12%
Chinese	102	12%
Italian	102	12%
German	93	11%
Other	74	9%
Japanese	51	6%
Scandinavian	42	5%
None of These	41	5%



Types of Dine-In Experiences Preferred	Count	Percent
<b>Bistro</b>	<b>398</b>	<b>47%</b>
<b>Café</b>	<b>324</b>	<b>38%</b>
<b>Casual</b>	<b>298</b>	<b>35%</b>
Family style	268	32%
Brasserie	226	27%
Fast casual	160	19%
Fine dining	149	18%
Other	77	9%
Buffet	73	9%
Fast food / Food court	60	7%
None of these	45	5%

Results are based on 847 respondents to this question. As they could select up to four choices, percents add to more than 100. Data from Dobbs Ferry Downtown Improvement Community Survey conducted Feb-March 2019.

Results are based on 847 respondents to this question. As they could select up to three choices, percents add to more than 100. Data from Dobbs Ferry Downtown Improvement Community Survey conducted Feb-March 2019.

DOBBS FERRY  
**DOWNTOWN  
IMPROVEMENT**  
TASK FORCE

## For Ongoing Entertainment Options Downtown, What They Want Most is a Coffeehouse with Live Music.



Top Requests for Ongoing Entertainment	Count	Percent
<b>Coffeehouse with Live Music</b>	<b>506</b>	<b>58%</b>
<b>Wine Bar</b>	<b>330</b>	<b>38%</b>
<b>Music/Theatre Performance Hall</b>	<b>319</b>	<b>36%</b>
<b>Movie Theatre (small)</b>	<b>308</b>	<b>35%</b>
Brewery	248	28%
Youth Activity / Games Center	240	27%
Art/Creative Space	240	27%
Bowling Alley	151	17%
Comedy/Improv Club	136	16%
Yoga/Meditation Studio	110	13%
Gym/Fitness Center	105	12%
Other	65	7%
Dance Studio	54	6%
Spinning Studio	52	6%
None of These	41	5%



Results based on 877 respondents to this question. As they could choose up to four options, percents add to more than 100. Data from Dobbs Ferry Community Survey conducted Feb-March 2019.

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IMPROVEMENT**  
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## For Special Events, Residents Prefer Live Music and Festivals.

### Top requested events:

Live Music

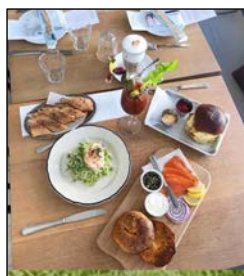
Food Festivals

Festivals like Ferry Festa

Farmers' Market

Arts Festivals

Restaurant Week



Based on 285 respondents who gave written comments. As some mentioned multiple items, this resulted in 353 distinct comments for analysis. Data from Dobbs Ferry Downtown Community Survey conducted Feb-March 2019.

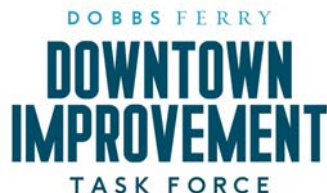


## What Else Do They Suggest to Improve Downtown? From 700+ Comments, Parking and Retail Mix Totaled 56%.

- Importance of parking cannot be overstated; it underlies everything.
- Fill empty storefronts, but do not add more pizzerias or salons.
- Provide unique stores, local merchandise and *experiences*.
- Spruce up aging building fascades and signage.
- Clean up everywhere. Improve garbage and recycling.
- Address overhead wires (bury them and/or clean up).
- Keep our quaintness. Limit development (e.g. new apartment buildings), and help impacted local businesses to relocate.
- Link downtown with the waterfront and the OCA. Show the river.
- Provide outdoor dining, and public gathering places to socialize.
- Increase safety (e.g. sidewalk repairs, crosswalks, speed limits).
- Cater to commuters and students (longer hours, weekends).

Responses to this question on our Downtown Community Survey (Feb-March 2019) totaled more than 700 individual detailed verbatim comments, which we categorized to inform the Downtown Improvement Task Force's specific recommendations within key focus areas. The most popular topics were parking and retail.





## APPENDIX D: SHORT SURVEY QUESTIONS

### Dobbs Ferry Downtown Improvement Task Force Kick-off

#### Participant Survey

1. **About you** (please select all that apply):

- ☐ Dobbs Ferry Resident      ☐ Business owner in DF business district      ☐ Landlord in DF business district

2. **How often do you visit/shop downtown?**

- ☐ Daily      ☐ Weekly      ☐ Monthly  
☐ 2-3 times/week      ☐ 2-3 times/month      ☐ Rarely

3. **My vision for the Dobbs Ferry downtown is one that is:**

4. **What will be different about the downtown if the work of this task force is successful?**

a.

b.

c.

5. **I would be excited to come downtown if there were more:**

- |   |  |
|---|--|
| <input type="checkbox"/> Restaurants      | <input type="checkbox"/> Office Space  |
| <input type="checkbox"/> Coffee shops     | <input type="checkbox"/> Service Providers (e.g., doctors, consulting, etc.) |
| <input type="checkbox"/> Specialty Stores | <input type="checkbox"/> Gym/Exercise businesses                             |
| <input type="checkbox"/> Clothing Retail  | <input type="checkbox"/> Entertainment options                               |
| <input type="checkbox"/> Gift Shops       |  |
| <input type="checkbox"/> Other: _____     |  |

6. **Which towns do you frequent the most? What draws you there?**

7. **Do you have any suggestions for the Task Force?**

8. **Please describe your household:** # of adults: \_\_\_\_\_ # of children (and ages): \_\_\_\_\_ Pets: \_\_\_\_\_

**Thank you!!**

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**DOWNTOWN  
IMPROVEMENT**  
TASK FORCE

### Dobbs Ferry Downtown Improvement Survey

1. What do you like **best** about Dobbs Ferry's downtown?
2. What is one you would like to **change**? (e.g., more of, less of, type of feeling, etc.)
3. What are your **favorite Main Streets** to visit in this region? Why?
4. I **would be excited to come downtown if there were more**:

- |   |  |
|---|--|
| <input type="checkbox"/> Restaurants      | <input type="checkbox"/> Office Space  |
| <input type="checkbox"/> Coffee shops     | <input type="checkbox"/> Service Providers (e.g., doctors, consulting, etc.) |
| <input type="checkbox"/> Specialty Stores | <input type="checkbox"/> Gym/Exercise businesses                             |
| <input type="checkbox"/> Clothing Retail  | <input type="checkbox"/> Entertainment options                               |
| <input type="checkbox"/> Gift Shops       | <input type="checkbox"/> Activities/Festivals                                |
| <input type="checkbox"/> Other: _____     |  |

**About you** (please select all that apply):

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Dobbs Ferry Resident | <input type="checkbox"/> Business owner in DF business district | <input type="checkbox"/> Landlord in DF business district |
|---|---|---|

Please describe your household: # of adults: \_\_\_\_\_ # of children (and ages): \_\_\_\_\_ Pets: \_\_\_\_\_

**Thank you!**

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## APPENDIX E: CASE STUDIES TABLE

Village Name:	<u>Ardsey</u>	<u>Dobbs Ferry</u>	<u>Hastings</u>	<u>Irvington</u>	<u>Larchmont</u>	<u>Sleepy Hollow</u>	<u>Tarrytown</u>
<b>Topic:</b>							
<b>"Bury the Wires" in the Downtown District.</b>	Village Manager, Meredith Robson, noted that Ardsey's total geography is only 1.3 square miles. Although they don't have a large Downtown District, Meredith was interested in the "Clean-up the Wires" option selected by Larchmont.	Village Discussion forum held on 2/6/19; Action Items in progress.	Project completed in the year 2000.	Evaluated Proposals in conjunction with Con Ed's active gas line replacement project; estimates were \$7 Million for the Main St. sector. Separate Proposals for a limited scope Electrical "Micro Grid" to support critical Village infrastructure were also deemed too expensive.	The Village partnered with Con Ed, Verizon, and Cablevision in a collaborative effort to inspect, assess, and implement a cleanup solution. They removed unused lines and cleaned-up hanging wires.	Project completed.	Project completed.
<b>Property Owners' Registry (emphasis on contact info for "Absentee Landlords.")</b>	Utilizes information on file with Buildings, Fire, etc. Departments.	Recognized as a priority issue, but will not be a quick or easy fix.	Utilizes information on file with Buildings, Fire, etc. Departments.	Equally challenged with maintaining a current Business Owner Registry.	Information from Village Tax Rolls, Fire Permits, and Police "False Alarm" Reports are transmitted/maintained in an online "MuniCity" Application.	Utilizes information on file with Buildings, Fire, etc. Departments.	Utilizes information on file with Buildings, Fire, etc. Departments.
<b>Most recent "Comprehensive Plan" and Amendments.</b>	"Comprehensive Plan" was adopted in 1964. "New Village Planning Process" is underway; adoption targeted for 2019.	"Vision Plan" was adopted in September 2010.	"Comprehensive Plan" was adopted in 2011. "Accomplishments" Memo published in February 2018.	"Comprehensive Plan" was adopted in 2018. "Strong Alignment" of Plan with Village Laws & Regulations.	"Comprehensive Plan" was adopted in 1986. Plan is managed in alignment with Village "Capital Plan" Approval Process, and relevant Laws and Regulations. No current plan to formally update their Plan.	"Comprehensive Plan" was adopted in 1963. Update in process; adoption targeted for 2019.	"Comprehensive Plan" was adopted in 2007. Update in process; adoption of "Tarrytown Connected" is targeted for 2019.
<b>Leveraging local Chamber of Commerce chapter(s).</b>	Ardsey is a member of the Rivertowns Chapter. Village Officials recognize the Chamber as an important resource to coalesce and energize all Business Owners.	Recognized as an important resource to coalesce and energize all Business Owners.	Active and very engaged with the Business Owners.	Active and very engaged with the Business Owners.	Local Chamber has a great legacy and is very visible and energetic. Strong alignment between the Village Officials and the Chamber.	There is a combined Sleepy Hollow/Tarrytown chapter with a strong alignment between Village Officials and the Chamber. Also, it was helpful to understand the diverse membership of the Chamber, including Hotels, Non-Profits, Small Businesses, etc.	Village Officials attend every Chamber meeting and there's a solid relationship and mutual cooperation.
<b>Building Code Enforcement.</b>	Primary responsibility is with the Buildings Department.	Hiring a Code Enforcement Officer is a priority, and this Officer will supplement our Building Inspectors.	Primarily the duty of the Building Department. Responsible Officials include: a full-time Building Inspector, Deputy Building Inspector, and an Assistant.	Responsible Officials include: (2) full-time Building Inspectors and a Building Clerk.	Primarily the duty of the Building Department. Responsible Officials include a full-time Building Inspector and an Assistant Building Inspector.	Responsible Officials include: Village Architect – Inspector, Zoning Inspector, Assistant Building Inspector, Code Enforcement Officer, and their staff.	Responsible Officials include: a full-time Engineer and Building Inspector, along with a part-time Code Enforcement Officer.
<b>Collaboration with neighboring Village Officials.</b>	Collaboration with neighboring Village Officials (involving recurring monthly meetings among the Officials)	Recurring monthly meetings are held to express issues and share ideas. There are "consortium" arrangements for purchasing efficiencies and cost savings (i.e. Plants for hanging baskets in Downtown Districts).	Collaboration with neighboring Village Officials (involving recurring monthly meetings among the Officials)	Collaboration with neighboring Village Officials (involving recurring monthly meetings among the Officials)	The "Larchmont-Mamaroneck Local Summit" is a volunteer community organization founded in 1995 and dedicated to facilitating dialog and collaboration among Government, Schools, Non-Profits, and Business, and Citizens in order to promote positive change within the tri-municipal Mamaroneck, Larchmont, and Rye Neck community.	Collaboration with neighboring Village Officials (involving recurring monthly meetings among the Officials)	Collaboration with neighboring Village Officials (involving recurring monthly meetings among the Officials)
<b>Grant writing for funding.</b>	Managed in-house	Fiona Matthew (Consultant)	Managed in-house	Fiona Matthew (Consultant)	Received a NY State Department of Transportation grant as part of the "Palmer Streetscape" Project. Grant applications are primarily managed in-house.	Fiona Matthew (Consultant)	Managed in-house
<b>Proactive Village Outreach.</b>	Village suggested collaborating with neighboring Villages to engage a Consultant (Laura?) to advise on General and Village-specific Recommendations.	-	Downtown Advocate hired (October 2014).	Connie Kehoe (Trustee) is very proactive and is the de facto "Liaison" to Village constituents.	Created a focused marketing campaign to Landlords with the "Love Larchmont" Committee. Promoted early engagements with the Fire Department and Building Inspectors to promptly identify and correct any deficiencies.	Village hired a part-time liaison to the Hispanic Community.	Active social media presence, use of "Suggestion Boards" for Improvement Ideas; solid working relationship with local Chamber of Commerce.
<b>Parking.</b>	An ongoing issue! Downtown Permits and Meters were implemented for both on street and Municipal Lots.	An ongoing issue! New meters installed in 2018. New Municipal lot opened at the foot of Cedar St.	An ongoing issue!	An ongoing issue! Parking Enforcement Officers monitor posted time limits.	The "existing" policy of "No Fee" street parking will be revamped. The Village engaged Consultants from BfJ Planning on the study which produced the "Larchmont Parking Study Report" (October 2018).	An ongoing issue! Parking Enforcement Officers enforce parking meters.	An ongoing issue! Downtown Permits and Meters were implemented, and eminent domain proceedings (former Citibank branch building on Broadway & Main St.) and multi-level parking decks are being evaluated.

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## APPENDIX F: RETAIL BUSINESS SURVEY QUESTIONS



### DOBBS FERRY DOWNTOWN TASK FORCE 2018 Retail Business Survey

Business Name:

Business Address:

Business Owner Information		Building Owner Information (if Tenant)	
Name		Name	
Mail Address		Mail Address	
Phone		Phone	
Email		Email	
1) What is your vision for the Dobbs Ferry downtown and what are your top 3 priorities for improving the downtown?			
2) What do you see as the top 3 challenges facing your business in Dobbs Ferry?*			
3) What are the top 3 benefits to locating your business in Dobbs Ferry?*			
4) What other kinds of businesses would you like to see in the downtown? <i>(Circle all that apply)</i>	<ul style="list-style-type: none"> <li>Restaurants</li> <li>Coffee shops</li> <li>Specialty stores</li> <li>Clothing retail</li> </ul>	<ul style="list-style-type: none"> <li>Gift shops</li> <li>Office space</li> <li>Service providers (e.g. doctors, consulting, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Gym / exercise businesses</li> <li>Entertainment options</li> <li>Other: _____</li> </ul>
5) What will be different about the downtown if the Task Force's work is successful?			
6) Do you have any plans to expand or move in the next year or two?		<ul style="list-style-type: none">Yes, because:</ul>	<ul style="list-style-type: none">No, because:</ul>
7) During a typical week, what are the busiest times/days for your business? <i>(Circle all that apply)</i>		<ul style="list-style-type: none"> <li>Mondays (AM / PM)</li> <li>Tuesdays (AM / PM)</li> <li>Wednesdays (AM / PM)</li> </ul>	<ul style="list-style-type: none"> <li>Thursdays (AM / PM)</li> <li>Fridays (AM / PM)</li> <li>Saturdays (AM / PM)</li> <li>Sundays (AM / PM)</li> </ul>
8) Square Footage of Retail Space*		9) Approximate Foot Traffic / Week*	
10) Avg. Revenue Generated / Month <i>(Optional)</i>		11) Years of Operation in Dobbs Ferry*	
12) Do you have any suggestions for the Task Force?*			

## APPENDIX G: OPEN WORKSHOP DISCUSSION GUIDE

Workshop Discussion Guide (Depending on the number of participants, we will work as a full group or divide up into 2 or more groups and then do report-outs to one another at various points)

### I. Polling the room:

1. Show of hands:
  - a. Resident?
  - b. Business landlord on Cedar or Main?
  - c. Business owner on Cedar or Main?
2. Show of hands:
  - a. *On average*, how often to you shop in downtown DF (dining or retail)—monthly, keep your hand up if 2x/month; keep your hand up if weekly; keep your hand up if multiple times a week)
  - b. How often to you shop in small local stores in other towns (dining or retail)?
  - c. If there were more options for you, would you be more likely to come downtown and shop vs. buy online, at a box store, or in another town? (raise for yes, raise for no)

### II. Discussion

3. What is your **favorite** aspect of DF's downtown? (write it down; share out)
4. What types of **stores** would help attract you to downtown?
5. What other **amenities/changes** would make you more likely to shop and spend time downtown?
6. What are the greatest **barriers** to your shopping/dining/coming to the downtown?
7. What is your **vision** for DF's downtown? What would you like for the downtown to add to Dobbs Ferry, what kind of experience do you hope to have downtown? (Write down key words and share out)
  - a. Probe: [Shopping/dining; arts/entertainment; activities; intersection with various stakeholder groups (young adults, retirees, families, teens, seniors, etc.)]
8. (If we have time and enough people): **Ideas for action**: working in small groups, we will pick 3 or so topics from the conversation so far (e.g., "family friendly") and have the group brainstorm on what types of changes might help to accomplish their vision. What immediate actions could help create this change? What longer-term or infrastructure type changes would be required? Groups will present out their ideas.

Closing:

9. What is one thing that will be different about DF downtown a year from now if we succeed? (three words max)



## APPENDIX H: TIMELINE OF EFFORTS

### Task Force Timeline + Efforts (2018-2019)

August	September	October	November	December
Kick-off	Rivertown Public Market BOT Presentation Retail Surveys	Ferry Festa Open Workshop	Open Workshop	Holiday Pop-Up Coffee + Donuts Meet + Greet
January	February	March	April	May
Re-group	Wires Open Forum Case Studies Community Survey	Community Survey	Analysis BOT Presentation Recommendations	BOT Presentation BOT Report

BOT = Board of Trustees



## APPENDIX I: FLYERS



### **Dobbs Ferry Downtown Improvement Task Force**

**Vision:** To create a downtown that invites the community to shop, walk, and enjoy the beauty and vibrancy of the village

**Goal:** Provide preliminary recommendations to Village to help achieve the vision

**Timeline:** August 2018 - March 2019

**Are you interested or skilled in engagement, communications, data, or research?  
We want your help!**

Want to be part of efforts to strategize, execute, communicate, and decide?

Contact [downtowndobbsferry@gmail.com](mailto:downtowndobbsferry@gmail.com) to join the **task force's core team**!

Or would you rather engage, guide, and help the task force as needed?

Contact [downtowndobbsferry@gmail.com](mailto:downtowndobbsferry@gmail.com) to be part of **the extended team**!

**Questions or comments? Contact [downtowndobbsferry@gmail.com](mailto:downtowndobbsferry@gmail.com)**

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— NEW YORK —

**FROM THE DOWNTOWN IMPROVEMENT  
TASK FORCE**

**OPEN WORKSHOPS**

CALLING ALL RESIDENTS,  
BUSINESSES AND LANDLORDS TO  
SHARE IDEAS THAT WILL IMPROVE  
OUR VILLAGE

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THURSDAY OCTOBER 11TH 7.30PM  
WEDNESDAY NOVEMBER 7TH 7.30PM  
AT DOBBS FERRY LIBRARY

RSVP: [DOWNTOWNDOBBSFERRY@GMAIL.COM](mailto:DOWNTOWNDOBBSFERRY@GMAIL.COM)



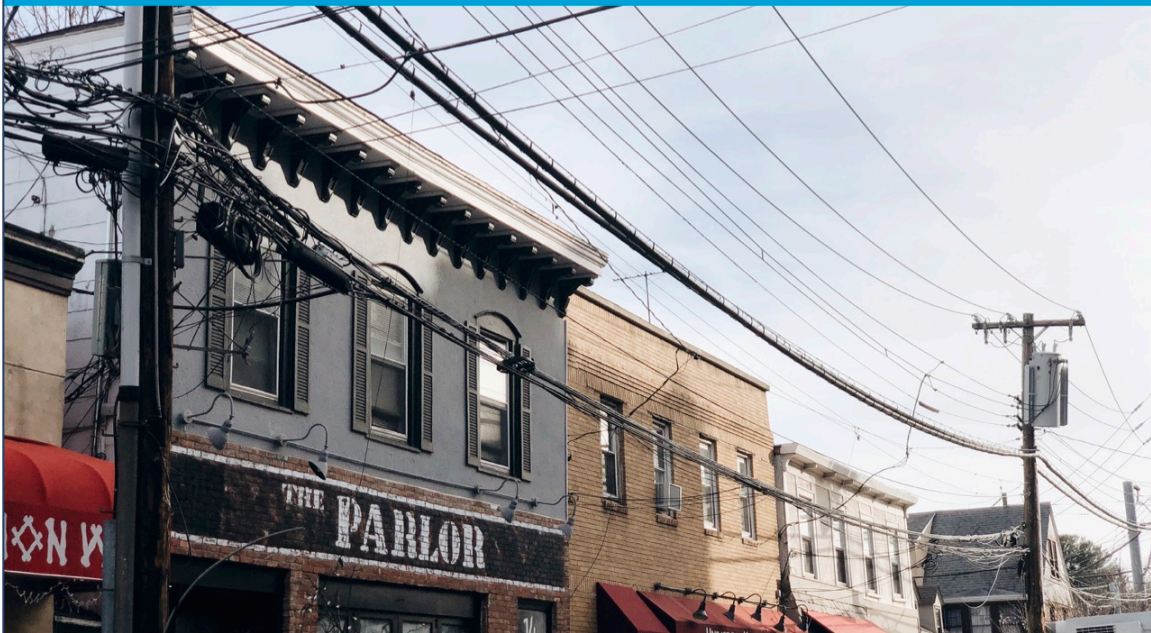


DOBBS FERRY, PLEASE JOIN US

# A Village Discussion

## About Electrical Wires Downtown

Wednesday, February 6 | 6:30pm | Dobbs Ferry Library



### Residents, businesses, and property owners:

Learn about the costs and benefits associated with burying the electrical wires in downtown Dobbs Ferry. Can we increase safety and reliability plus create an inviting and thriving downtown?

### Hear presentations from

Con Edison | Village Representatives | Village Arborist

Moderated by Channel 13 NYC Arts reporter Christina Ha.  
This informational event is brought to you by the Dobbs Ferry Downtown Improvement Task Force.  
Questions for our presenters? Email [downtowndobbsferry@gmail.com](mailto:downtowndobbsferry@gmail.com)