

September 28, 2017

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**SCARSDALE FORUM INC.**

**Report of the Downtown Revitalization Committee  
On  
Efforts to Revitalize the Scarsdale Village Center**

The Committee proposes the following resolution for adoption by the Scarsdale Forum:

RESOLVED, that this preliminary Report of the Downtown Revitalization Committee on efforts of the Committee to address the revitalization of the Scarsdale Village Center, be approved.

**MAJOR CONCLUSIONS**

This report focuses on issues the Committee has identified to date, and recommendations on how to best address them to achieve the goal of revitalizing the Village Center.<sup>1</sup>

1. All major Stakeholders (identified below) in the Scarsdale Village Downtown contacted by the Committee agree that the vitality of the Village Center is in decline, and that the situation could be reversed.

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<sup>1</sup> Many of these ideas may be appropriate for the Scarsdale Avenue and Garth Road areas of the Village Downtown, but they are not the specific focus of this report.

2. To gauge the desires of these Stakeholders, the Committee is conducting and evaluating (i) informational surveys of consumers, (ii) interviews with Village merchants, and (iii) discussions with Village landlords. Other interested parties, such as not-for-profit organizations, the School Board, the Scarsdale Arts Council, the Department of Parks, Recreation and Conservation, and other Scarsdale Forum committees, will be consulted after this preliminary work is completed.

3. Although the Committee's research is in the preliminary stages, themes have emerged that require attention to address the perceived decline, including the following:

- a) Parking and parking enforcement
- b) Retail vacancies
- c) Retail mix
- d) Streetscape appeal/visual appearance/lighting/holiday decorations
- e) More events and activities, and places for concerts, performances, theater and the like in the downtown
- f) Increased indoor/outdoor dining options and adult gathering places such as a wine bar or microbrewery
- g) Improvement of downtown parks and public spaces to invite community use
- h) Pedestrian and cycling safety
- i) Zoning changes to encourage development, including residential housing, compatible with a vision for the overall Village

### **BACKGROUND AND OBJECTIVES OF THE COMMITTEE**

The Committee first met informally on July 24, 2016 to study ways that it could intervene to decrease retail vacancies, and also to improve the overall experience in the Village Downtown. Additional informal discussions were held over the summer, with the first formal Committee meeting held on November 7, 2016. There were 13 people<sup>2</sup> present at the first official meeting. Interest in the Committee's activities and objectives continues to grow; as of this date, there are 46<sup>3</sup> Committee members. The Committee has met on a monthly basis since then. Copies of the minutes of the meetings are attached as Exhibit 1.

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<sup>2</sup> Jane Veron, a current Trustee of the Village Board, attended the meeting as an observer, but is included in the count. She continues to attend Committee meetings and provide information on relevant topics.

<sup>3</sup> Twelve additional people have attended meetings or participated by e-mail, but have not formally joined the Committee through the Scarsdale Forum website.

At the outset, the “Village Downtown” was defined as the area bounded by Chase Park, Popham Road, East Parkway and Christie Place, plus the commercial segments of Garth Road and Scarsdale Avenue up to the Eastchester border. However, the consistent focus was on the “Village Center,” defined as the Village Downtown, but without including Garth Road and Scarsdale Avenue, as the area where the most significant state of decline was perceived.

The work of the Committee did not start from scratch. The groundwork had been laid by the comprehensive report commissioned by the Village of Scarsdale Planning Board entitled *An Update of the Village Center Component of the Village of Scarsdale Comprehensive Plan*, released in August 2010 (referred to as the “2010 Study”). A copy of this report, attached as Exhibit 2, was distributed to all Committee members. The 2010 Study encompassed the Village Downtown and the Freightway area, and included the results of surveys conducted in 2008. Although the 2010 Study included extensive recommendations in terms of policy for future planning, zoning and development, only a small number have been implemented to date.

The perception that the Village Center was in decline was highlighted in a front-page story in *The Scarsdale Inquirer* dated October 21, 2016, entitled “Downtown Downturn.” As stated in this article, “Scarsdale’s downtown area was once known for bustling streets and thriving stores. But in the past few years, the area has seen a dramatic ebb in the amount of foot traffic it attracts, and the number of empty storefronts is climbing.” To illustrate the metrics on empty storefronts, a survey from 2008 identified only one empty storefront (2010 Study, p. 28). The October 21, 2016 *Inquirer* article listed eleven empty storefronts (*Inquirer*, p. 3). Over the summer of 2017, the vacancy rate climbed to fifteen, although some new establishments are due to open this fall.

The *Inquirer* continued its series on the decline of the Village Center with an article on November 18, 2016 that focused on issues raised by landlords and merchants. Subsequent articles focused on other aspects of the downtown, with articles about the pilot program for a farmers’ market (August 11, 2017), and about the parking shortage (August 18, 2017).

Against this background, the time was right for the Committee to address the many “moving parts” that contribute to a vital, active, and healthy Village Center.

First, we identified the Stakeholders, listed below, and some of their concerns and objectives that might impact upon the current state of the Village Center<sup>4</sup>:

- Landlords
- Merchants
- Residents of nearby neighborhoods
- Consumers/shoppers
- Commuters
- Village government and administration

While we recognized that there may be some overlapping interests among these Stakeholders, but also some conflicts, the Committee wanted to encourage their sense of “ownership” in the success of the Village Center that would help make the Village Center, and indeed the entire Village Downtown, a destination.

The Committee discussed our vision of the Village Center that features an array of restaurants, retail choices, and price points, with adequate parking and safe spaces to walk or bicycle. Some businesses, particularly restaurants, wine bars and microbreweries, would be open during the evening, perhaps with nearby performance spaces or entertainment venues such as theaters. We envisioned a variety of events and activities for people of all ages. We wanted to incorporate the parks and green spaces, and also promote the arts, including music, sculpture and other visual arts. Lastly, we wanted to utilize environmentally friendly principles in upgrading and revitalizing the downtown.

The Committee’s vision is consistent with the Vision Statement in the 2010 Study (at p. 18):

“In the future, the Village Center of Scarsdale will be a vibrant and pedestrian friendly center, where a mixed-use environment is home to a diversity of businesses and pleasant gathering places where people of all ages interact. The Village Center will be an important local-serving business district providing a healthy, balanced mix of businesses and services, where smaller and locally-owned stores thrive, and where residents and workers enjoy shopping, dining, and cultural variety.

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<sup>4</sup> Committee Minutes, December 5, 2016.

In the future, the historic Tudor character and design will be maintained and enhanced. New development will provide public amenities including parking, retail, restaurants, and cultural or community space and will reinforce the best aspects of the Village Center's character.

In the future, improved green space and park connections will reinforce the village-in-a-park character and bring residents and workers closer to the charm and natural beauty of the Village Center. These connections will also reinforce the possibility and the desirability of walking and bicycling, reducing the reliance on automobiles for daily needs and trips within the Village Center area, and will provide a pleasant buffer between surrounding neighborhoods and the Village Center.”

The Committee is in the process of gathering information about comparable communities that are thriving so we can identify factors that contribute to vibrant commercial areas. As part of the process, two surveys were designed: one of consumers who live in Scarsdale and surrounding communities who visit the Village Downtown, and another of the Village Downtown merchants. The Consumer Survey launched on June 25, 2017 and closed on September 12, 2017. Over 1,250 residents from all Scarsdale neighborhoods and nearby towns completed the survey. The Merchants Survey was launched on September 14, 2017, and the estimated completion date is October 31, 2017. The data from these surveys will be analyzed and incorporated into future reports.

### **CURRENT STATE OF THE VILLAGE CENTER**

Observations and anecdotal evidence confirm that the Village Center is in a state of decline. A dozen or more storefronts remain empty; some have been empty for two or three years<sup>5</sup>, while others have been rented, only to have the merchants fail within a short period of time<sup>6</sup>. The visual appearance of the empty storefronts is not attractive. There are faded or sad-looking awnings or no awnings at all. The windows are empty and dirty. The exteriors of the buildings are not well maintained. Large “for rent” signs in the front windows further the “ghost town”

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<sup>5</sup> Scarsdale Child's Play, a toy store, and Taiim Wine Cellar, a restaurant and wine bar, closed in December 2014 and remain unoccupied as of this writing.

<sup>6</sup> A juice bar next to Scarsdale Woman's Exchange was open for about two months. The Wuji Restaurant was open for less than two years.

image, especially where there are multiple empty storefronts in the same area, such as in Boniface Circle and Harwood Court.

Merchants reported that the annual Sidewalk Sale held July 27-29, 2017, failed to attract the usual foot traffic and sales (*Inquirer*, “[Scarsdale] Forum committee hopes for community participation with revitalization survey,” Aug. 4, 2017, p. 3). One resident was quoted in that article as saying, “It’s empty today [Thursday, July 27], which is weird . . . . There is no parking and no people. The town doesn’t feel as prosperous.”

After 8 p.m., the streets are virtually empty, as there are only three businesses open in the Village Center: Chat, Yeomiji and Haagen-Dazs. Even during the seven weekly summer evening concerts in Chase Park that draw large crowds of adults and children the stores are closed, as are the Village casual dining places: Lange’s Deli, the three Village Center bakeries, and Parkway Café, and also DeCicco’s Market (the grocery store sells ready-to-eat food). These are lost opportunities for both consumers and merchants. Indeed, commuters are observed racing off the train in Scarsdale at 7:58 p.m., trying to get to DeCicco’s before it closes at 8 p.m.; the store employees often lock the doors just as this last wave of would-be shoppers arrives. The dark street lighting contributes to the sense of desolation.

The lack of retail and dining opportunities also pertains to special weekend events held in the Village, such as the Scarsdale Concours held each fall on a Sunday, and to the Bicycle Sunday events that draw large numbers of people to the downtown. Very few eateries and shops are open to accommodate the visitors to the Village Center. This scenario is in contrast to other nearby towns, including Bronxville, Larchmont, Rye, and Chappaqua, all with lively and active town centers during the day and well into the evening.

The parks and public spaces in the Village Center need to be more welcoming and better maintained. Although Scarsdale prides itself as being a “Village-in-the-Park,” the parks are not well utilized. Committee members have noted that the plantings in Chase Park and Boniface Circle have an “overgrown” look that closes off views and is not physically inviting. Benches and picnic tables are worn. Many towns use their “village green” as a place for community gatherings – for picnics, parties, concerts, holidays, and community events. There

should be more emphasis on these uses in the downtown green spaces of Scarsdale<sup>7</sup>.

Scarsdale Stakeholders weighed in on a survey conducted in 2008 and the question, “What are the three things you would most like to change” in the Village Center. The top three responses were:

1. Better parking (weighted score 84);
2. More restaurants (weighted score 39); and
3. Improved traffic flow (weighted score 13).

(2010 Study, p. 15). Based on the views of the Committee members, parking and lack of restaurants, the two highest-ranked issues, continue to be major factors in the lack of vitality in the Village Center. Bearing in mind that at the time the 2008 survey was conducted there was only one empty storefront and now there are over a dozen, the leading issue has become empty storefronts, followed by parking issues and lack of restaurants – although the ordering of the issues is subject to debate.

### **Empty Storefronts**

Vacant storefronts imply that the landlords are not able to attract merchants who want to rent their spaces at the rental rates and other conditions offered by the landlords. It may be the case that prospective merchants touring the Village Center are discouraged by the current high vacancy levels and relatively empty streets (and yet full on-street parking, a topic discussed below).

There is considerable variation in the number of empty storefronts in the Village Downtown. As of August 8, 2017, the breakdown for stores in each area, and the vacancy rate for that area, is as follows:

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<sup>7</sup> Signs posted in Chase Park and nearby DeLima Park expressly prohibit dogs from entering the parks, even if on leash. This is in contrast to communities that invite dogs as part of the family experience. The Village logo for Lake Bluff, Illinois illustrates this community-building theme:



- Village Center: 65 stores, with 10 vacancies, for a 13.3% vacancy rate
- Adding Depot Place to the above: 86 stores, with 11 vacancies, for a 12.8% vacancy rate
- Scarsdale Avenue: 28 stores, with one vacancy, for a 3.6% vacancy rate
- Garth Road: 60 stores, with 3 vacancies, for a 5% vacancy rate

Thus, at the time this count was made, there were 174 stores, with 15 vacancies, for a total 8.6% vacancy rate. This is more than double the rate of the Manhattan retail vacancy rate for August 2017, at 3.8%.<sup>8</sup>

Leases are complicated, and knowing just the “asking rent” does not tell the entire story. However, based on publicly available data, it appears that the asking rent on empty Scarsdale properties is in the range of \$60 per square foot plus taxes. Recent rentals on Chatsworth Avenue in Larchmont, in contrast, went for \$43.20 and \$42.35 per square foot. Until recently, Scarsdale landlords were not receptive to interim “pop-up” stores and, as noted, some storefronts have sat empty, some for years.

On July 14, 2017, several members of the Committee met with Rush Wilson of Scarsdale Improvement Corporation, the largest landlord in the Village Center, along with Mr. Wilson’s property manager, Tony Barreira, and an architect working with Mr. Wilson, Len Brandes. Mr. Wilson indicated that he is eager to rent out his storefronts, and will negotiate with any willing merchant to find acceptable terms. He invited us to steer any prospects his way, and not to project a negative outlook that might deter potential lessees.

Bear in mind also that Mr. Wilson’s buildings are not modern buildings with valued amenities: there is no central air conditioning, and the bathrooms are centrally located in the hallways. The décor has not been freshened, and the building reflects another era. This is in contrast to new construction planned for the former 7-Eleven shop and envisioned for the Freightway area. Once new buildings are available, merchants might be inclined to seek updated “Class A” buildings rather than the older ones in the Village Center, which would further exacerbate the high vacancy rate in the Village Center in general and in Mr. Wilson’s buildings in particular.

No discussion of empty storefronts would be complete without referencing online shopping, a trend that has significantly impacted brick-and-mortar retailing.

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<sup>8</sup> <https://okadaco.com/news/2017/8/1/manhattan-retail-vacancies-dip-to-35>

Much has been said and written about the effects of online shopping, particularly as it pertains to shopping malls, but also as it pertains to more traditional “Main Street” shopping areas in small towns and cities. The phenomenon of online shopping is today the disrupter to traditional downtowns that was held by shopping malls in the 1960’s – a wonderful new convenience that made shopping in the downtown no longer necessary or desirable.

The Committee is in the process of studying the work of organizations that have addressed this issue: The Acceleration Project (“TAP”) (see <http://www.theaccelerationproject.org/>), Main Street America (“Main Street”) (see <http://www.mainstreet.org/home>), and Project for Public Spaces (“PPS”) (see <https://www.pps.org/about/>). These not-for-profit organizations focus on community-based downtown revitalization efforts that transform downtowns into dynamic, thriving places. TAP has focused on marketing efforts, including a “shop local” campaign and identifying the types of businesses that would encourage consumers to visit the downtown. Main Street and PPS have achieved turn-arounds of dying downtowns through what is called “placemaking”: a multi-faceted approach to the planning, design and management of public spaces, capitalizing on “a local community’s assets, inspiration, and potential, with the intention of creating public spaces that promote people’s health, happiness, and well-being.”<sup>9</sup> We can learn much from studying the reports from these organizations, and perhaps choosing to work with them to guide our own efforts.

By way of background, TAP is a Westchester-based, award-winning<sup>10</sup> not-for-profit organization whose founders and consultants are comprised largely of Scarsdale residents; they have a deep and personal knowledge of the issues addressed in this report. Since 2014, TAP has conducted extensive research, including surveys and focus groups, specifically geared to best practices for promoting local Scarsdale businesses. Most importantly, TAP has worked with local landlords to bring new merchants to the Village Center, and has sponsored local events such as the farmers market, the “Rock the Dale” concert, and art exhibitions.

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<sup>9</sup> PPS.org website at [https://www.pps.org/reference/what\\_is\\_placemaking/](https://www.pps.org/reference/what_is_placemaking/). A similar explanation is given at the Main Street website at <http://www.mainstreet.org/about-us>: “By partnering with organizations and leaders at the local, city, state and national level, Main Street America protects the historic character of cities and towns across the country, and promotes shared prosperity. Our approach is comprehensive, inclusive, place-based and people-focused.”

<sup>10</sup> 2016 Outstanding Advocate for Small Business Award, from 914, Inc.

Main Street is a subsidiary of the National Trust for Historic Preservation, formed in 1980, which has helped over 2,000 communities across the country to bring economic vitality to historic downtowns, while maintaining their unique character and bringing communities together. In one example, Main Street worked with Montclair, NJ (population 39,000, so considerably larger than Scarsdale), but with a much bleaker starting point of 50% vacancy in 1990, to turn it into a thriving downtown, winning the 2015 Great American Main Street Award.<sup>11</sup> Working in tandem with the Montclair BID (Business Improvement District), they focused on quality of life issues, and in particular welcoming restaurants, museums, theaters, and specialty shops.

PPS was founded in 1975, and has since completed projects in more than 3,000 communities in 43 countries and in all 50 U.S. states.<sup>12</sup> One of their first projects, from 1981, is an example known to most Scarsdalians: the turnaround of Bryant Park<sup>13</sup> from a decrepit, dangerous, overgrown and unsightly park, to a vibrant community gathering place featuring popular restaurants, local performers, and well-attended holiday fairs, farmers markets and festivals. PPS will be collaborating with a group of Scarsdale High School students enrolled in the City 2.0 class, teaching placemaking; these skills will be applied to the Village Center revitalization project.

These organizations have demonstrated in thousands of cases that community-driven placemaking is the key to a successful and vibrant downtown, immune to the draw of online shopping. For example, farmers markets continue to be successful because they offer benefits not available through services such as FreshDirect, an online grocery delivery service. For consumers, the advantages are obvious: shoppers can see, smell and personally select their food choices, and enjoy the shopping experience. They can interact with the merchants – the people who often have grown or produced the products available at the markets, as to the ingredients, sources, and other features. Consumers can enjoy the social experience of interacting with neighbors and friends – totally lacking from online purchases. Moreover, farmers markets provide economic opportunities to small businesses, promote public health, and tie in with the “shop local” movement.<sup>14</sup>

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<sup>11</sup> <https://vimeo.com/118618547>.

<sup>12</sup> <https://www.pps.org/about/>.

<sup>13</sup> <https://www.pps.org/projects/bryantpark/>

<sup>14</sup> See [https://www.pps.org/wp-content/uploads/2016/08/MS\\_Placemaking\\_Training\\_Booklet\\_Final\\_Aug2016.pdf](https://www.pps.org/wp-content/uploads/2016/08/MS_Placemaking_Training_Booklet_Final_Aug2016.pdf), p. 5

Some types of businesses will not be replaced by online shopping because they are service-based, such as restaurants, bars, hair and nail salons, theaters, and art galleries. Other types of retail stores, such as apparel, jewelry, and gift shops, can thrive by offering unique products, excellent customer service, and a pleasant shopping environment.

### **Increase in Downtown/Residential Space**

Another topic for discussion was adding more residential housing to the Village Center; with more people living in the area, there is a ready customer base to support new retail operations. Mr. Wilson unveiled his plans, created by Mr. Brandes, to build a three-story structure at the property owned by Scarsdale Improvement Corp. across the street from Two Overhill Road, and encompassing the retail space along Popham Road. The plan envisions 21 rental apartments on three floors (including one affordable rental unit), while still keeping the Popham Road retail spaces, and also featuring more parking (discussed below). Additional rental apartments are proposed for the space owned by Scarsdale Improvement Corp. that currently houses the Scarsdale Woman's Exchange on Harcourt Circle. Mr. Wilson recently converted space on East Parkway above Zachy's to residential apartments.

### **Retail Mix/Restaurants**

Past Village surveys have reported disappointment with the retail mix in the Village Center (2010 Study, p. 28). The Committee's Consumer Survey and Merchants Survey will update this information, but based on observations, it is clear that there is an over-abundance of certain types of retail (particularly nail and hair salons), and a shortage of other types of businesses (particularly restaurants, and also other types of retail including footwear, gourmet foods, books and stationery).

The Committee discussed with Mr. Wilson the possibility of renting ground floor space to fitness studios or the like. Mr. Wilson noted that the leases currently specify that there must be merchandise available for sale, but most fitness establishments sell products (apparel, equipment, water bottles, etc.) or food items such as smoothies and energy bars. However, to the extent a zoning change is needed, this could be discussed with the Village Trustees.

There are certain low-margin businesses that are valued in a community, such as a shoe repair shop or a knitting shop (both former tenants). Mr. Wilson indicated that he was amenable to giving rent concessions to such tenants.

Consumers and merchants have been clamoring for more restaurants, as well as wine bars and/or microbreweries. These types of establishments bring life to the area, and use parking spaces during the evening, when they are not needed for retail stores. Mr. Wilson's ground-floor spaces in the Harwood Building, which face onto both Boniface Circle and Harwood Court, would make charming restaurants and outdoor cafés – but they are not ventilated for cooking. Mr. Wilson is researching ways to allow restaurants to go into these spaces, but the problems have not yet been solved.

### **Parking Issues**

Parking issues have long been on Village management's radar. (2010 Study, pp. 23-26). There is inadequate parking for shoppers, merchants and employees, consumers, and commuters. The plans to build residential apartments for people who want to live in town will further stress the parking situation. Indeed, half the spaces in the Merchants Lot next to the taxi stand were given to Christie Place residents, purportedly due to lack of demand by merchants – a situation that no longer pertains (*Inquirer*, "Sell, but don't park; Village aim to get merchant cars out of customer spaces," Aug. 18, 2017, pp. 1, 3).

The Committee has received reports that while the Scarsdale parking enforcement officers are quick to ticket shoppers, they stop in the stores and remind the merchants to feed the meters to avoid getting a ticket. According to Mr. Wilson, his leases specify that no merchant is permitted to park in the Village Center using on-street parking; however, anecdotally, it appears that the rule is not enforced. Some merchants seem oblivious to the fact that by parking in front of their stores, potential customers who cannot find an empty space give up and shop elsewhere. Once the pattern is set, or the expectations of finding an empty parking space are low, it is difficult to persuade some shoppers to come back to the Village Center.

Parking solutions by stakeholders are under active discussion, and will be tested soon. The Village has set aside funds for the 2017/2018 fiscal year to test multi-space meters, and also to upgrade single-space meters to accept credit cards, coins and pay-by-phone options (*Inquirer*, "Sell, but don't park," Aug. 18, 2017, pp. 1, 3 ). The Freightway project contemplates creating a large number of new

parking spaces, and will offer them at a significant discount to merchants and their employees as a way of opening up parking for shoppers. Mr. Wilson is working on plans to build a three-story garage on the lot he owns across from Two Overhill Road. There are ongoing discussions about valet parking and shuttle buses, but nothing concrete has emerged from these discussions.

Additional data is expected to come from the Consumer and Merchants surveys, which the Committee can draw on to make further recommendations to the Stakeholders.

## CONCLUSION

As indicated in the detailed minutes of Committee meetings, there are many ongoing projects and areas for study and further recommendations.

1) The Committee plans to coordinate with other Scarsdale Forum committees where there is potential for synergy:

- Zoning and Planning (to recommend changes to zoning to allow for a two-story building on Christie Place, and also to facilitate more restaurants and other food and beverage options in the Village Center, including outdoor dining)
- Municipal Services (to encourage traffic and pedestrian safety, building on that committee's report from 2015)
- Recreation (to encourage use of the parks for more events and activities, and to "repurpose" the parks for use by the community)
- Special Events (to have the Scarsdale Forum co-sponsor events in the Village Center without causing disruption to businesses from street closings that might block access to stores in the area)
- Sustainability (to encourage "green" options for revitalizing the downtown, including the farmers' market)
- Education (to work with City 2.0 and other programs involving Scarsdale youth to develop ideas that promote community building)

2) The Committee is studying comparable communities to understand how they have achieved more vibrant downtowns. In March 2017, the Committee was working on a draft report that looked at one such successful “turnaround” village, Lake Bluff, Illinois, a commuter town of about 6,000 people (about one-third the size of Scarsdale), with median home values of \$672,000 (2010 census), and a top-rated school system. Like Scarsdale, the downtown features a train station, a village park, and a small retail district. Prior to the “organic” gathering of stakeholders in that village, the downtown was somewhat dilapidated with a low level of commercial activity. The Lake Bluff website [www.lakebluff.org](http://www.lakebluff.org) now reflects a thriving community filled with stores, restaurants, and weekly events and activities in the downtown. A copy of this draft report on Lake Bluff is attached as Exhibit 3.

3) As part of project research, Committee members have visited pop-up fairs, and met with the head of the New Canaan Chamber of Commerce (Scarsdale’s Chamber of Commerce is largely dormant). The Committee worked with other Village organizations and entities in planning events (Rock the Dale and the art installation of Simone Kestelman’s “Pearls” exhibit in Chase Park). The Committee plans to continue to find ways to meld commercial and artistic interests to invigorate the Village Center. Another Committee plan is to collaborate with merchants and the Village government on community-themed projects, such as more attractive holiday decorations, or redesigning Boniface Circle.

4) The Committee plans to analyze the results from the Consumer and Merchants surveys, as well as other data such as from the Freightway survey, to explore the needs of the community and ways to further the interests of all Stakeholders in forging a revitalized Village Center.

Respectfully submitted by the following members of the Downtown Revitalization Committee:

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B. Kathleen Munguia  
Kenneth Rilander  
Madelaine Eppenstein  
Beth Ehrich  
Scott Douglass  
Sara Cetron  
Betsy Bush

Gabrielle Wise  
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Dara Gruenberg  
Justin Arest  
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