

Village of Sleepy Hollow Comprehensive Plan

Public Hearing Draft, April 2019

August 9, 2019
Proposed Revisions to the Public Hearing Draft



Village of
Sleepy Hollow
New York

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Village of Sleepy Hollow Comprehensive Plan

Public Hearing Draft

Sleepy Hollow, NY

Prepared for:

The Village of Sleepy Hollow

Prepared by:

The Sleepy Hollow Comprehensive Plan Steering Committee

With:

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115 Fifth Avenue

New York, NY 10003

April 2019



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SECTION I: INTRODUCTION, VISION, AND PLANNING GOALS

INTRODUCTION

As of 2019, the Village of Sleepy Hollow is at a pivotal moment in its history with substantial changes coming at both a regional and local level, which will dramatically affect the Village's economic and fiscal health and have the potential to attract new businesses, residents, and overall activity. The greatest challenge facing the Village will be to influence these changes to align with its vision and values, to create positive results for both current and future residents, merchants, and other stakeholders of all income levels and ethnicities. At this key point in time, the Village has embarked on an update of its Comprehensive Plan and Local Waterfront Revitalization Program (Waterfront Plan), to ensure that, through careful, consensus-driven planning, Sleepy Hollow can transform itself in a way that delivers clear benefits to the full community, while preserving the Village's values and special character.

Much has already changed at both the local and regional level in terms of demographics, economic conditions, and broader planning principles since the Village last adopted a Master Plan in 1980 and a Waterfront Plan in 1997. The Master Plan was developed at a time when the former General Motors assembly plant was thriving; with thousands of workers per day, tax revenue from the GM site contributed 50% of the Village's total budget. Today, many Sleepy Hollow residents commute to New York City to work, but in 1980, it was a factory town. The Village was dependent upon GM for tax revenue, and workers at the plant were central to the Village's culture and day-to-day life. A change began in the mid-1980s, when GM threatened to leave Sleepy Hollow.

A plan was implemented to keep the factory open for another 30 years. The plan included removing GM from the Village's tax rolls, substituting a PILOT (payment in lieu of taxes) that substantially decreased the plant's contribution to tax revenues. GM's payments to the Village had been capped at less than \$1 million (or 10% of the budget at that time) due to an agreement reached with New York State in 1985. As a result, taxes increased for other property owners in the Village.

In 1995, GM announced that they were closing the plant, well ahead of the 30-year timeframe, and by 1996 the plant was closed. The Village rezoned the site for residential, retail, and commercial, realizing that the future for the site lay in a shift away from heavy industrial uses on the waterfront.

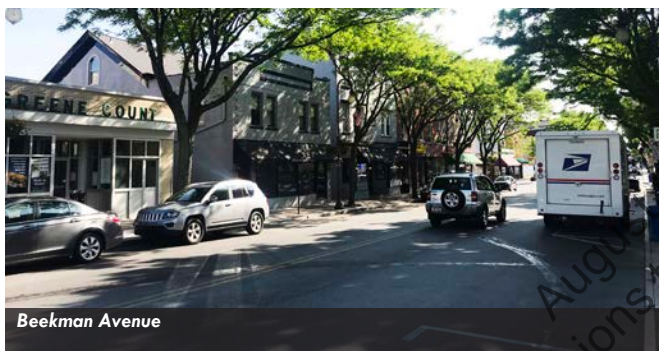
By the time the Waterfront Plan was developed in 1997, GM was gone, creating a large gap in the Village's tax revenue and also leaving this central waterfront site vacant and with an uncertain future. This period of uncertainty also resulted in a pause in long-range planning in the Village. Years of negotiations with GM ensued. The company entered and then emerged from bankruptcy, and finally the negotiations resulted in a Special Permit provision for the site. Finally, the Village was in a position to guide future development on its most substantial underutilized site and plan for the changes that development will provide.

In 2019, the Village is anticipating a pivotal new phase for the former GM site. Edge-on-Hudson and Sleepy Hollow Commons will bring increased economic activity and tax revenue, new public spaces, and waterfront access for all of Sleepy Hollow. Edge-on-Hudson is a mixed-use development, currently under construction, with nearly 1,200 residential units, commercial space for new businesses, a hotel and public waterfront amenities. Sleepy Hollow Commons will provide both active and passive recreation space and new DPW facilities on the East Parcel of the former GM site. These two projects will have a major impact on Sleepy Hollow—what was once the center of the Village's industrial economy is now envisioned as a new neighborhood on a site that has been vacant for more than 20 years. Edge-on-Hudson and Sleepy Hollow Commons will bring new residents and businesses to the Village, provide extensive new public open space, and create new connections between neighborhoods and along the Hudson River.

There are also socioeconomic changes on the horizon. Edge-on-Hudson will increase Sleepy Hollow's population by nearly one-third, eventually providing housing for as many as 3,000 residents in a Village with a current population of 10,000. These new residents will likely provide many benefits to the Village, increasing the tax base and visiting local shops and restaurants. New development could also create income disparities—luxury waterfront housing is likely to change the demographic balance in the Village, creating a challenge to maintain the rich cultural and socioeconomic diversity that makes Sleepy Hollow unique today.

These are the opportunities and challenges that this plan seeks to address. The Village now has an opportunity to take a proactive role in ensuring that this substantial local change benefits the existing community in all its diversity, and provides a catalyst to revitalize the downtown, preserve and protect natural and historic resources, and ensure a sustainable future for the Village.

At a regional level, Sleepy Hollow is in a position to prepare for the impacts of the Mario M. Cuomo Bridge, which is nearing completion just to the south in the Village of Tarrytown. In particular, links to the Westchester Riverwalk and Shared Use Path on the new bridge create an opportunity to capture regional visitors, bringing new, year-round tourism to the Village. At the same time, changing downtown retail trends are putting pressure on small businesses throughout Westchester County, the State, and nationwide. The Village has unique characteristics to leverage that can help strengthen its local retail market to create a more vibrant downtown, even in the face of challenging global market trends. With the Tarrytown and Philipse Manor railroad stations both within walking distance of Sleepy Hollow's downtown, there are also opportunities to attract more tourists from New York City and elsewhere along the Hudson Line.



Sleepy Hollow has strategic advantages that make it a vibrant and attractive community for long-time residents as well as newcomers and visitors. However, this plan also acknowledges that the Village has some challenges to address to improve the downtown, waterfront area, and other residential neighborhoods:

- Sleepy Hollow has a compact, walkable, mixed-use downtown area and established residential neighborhoods; however, there are limited connections among these areas, especially for pedestrians and cyclists.
- The community is socioeconomically diverse and benefits from the many cultures that contribute to the Village's character; however, that diversity brings some challenges, including housing affordability, economic mobility, and inclusion of the Spanish-speaking population in Village decision-making.
- The Village has the potential to create a thriving downtown, with an attractive main street scale and historic buildings; however, storefront vacancies and limited diversity in types of businesses hold it back from providing all of the resources desired by local residents.
- Sleepy Hollow has a well-known brand and historic identity that attracts visitors, especially during Halloween season; however, the Village is not known as a destination at other times of year, and many visitors do not venture down Beekman Avenue and other commercial areas to visit shops and restaurants.
- Substantial investment in the community is coming in the near future, with the phasing of Edge-on-Hudson; however, the Village needs to guide how the impacts of the new development occur to make sure that they benefit the entire Village, rather than changing its culture of diversity.
- Sleepy Hollow owns strategic properties and has an opportunity to leverage private investment and public funding sources to create a central public common, improve connections between neighborhoods, and expand recreation resources. In particular, plans for **the East Parcel Sleepy Hollow Common** will create a unique asset for current and future residents, while also attracting visitors to the Village year-round.

Ultimately, the objective of the 2019 Comprehensive Plan is to emphasize these strengths while identifying strategies to overcome challenges and make Sleepy Hollow an even better place for existing residents, a more active community for local businesses, and a more attractive destination for year-round visitors.

What is a Comprehensive Plan?

- An expression of the community's vision and goals for the future.
- A Village-wide foundation for future decisions on development and zoning, capital budget, and general policy decisions.

- A guide to prioritize and track implementation of short-, medium-, and long-term goals.

Why update Sleepy Hollow's Plan in 2019?

As a general practice, many communities try to update their comprehensive plan every 10 years or so. This ensures that the plan is reflective of current trends, changing planning principles, and evolving local priorities. Sleepy Hollow's last comprehensive plan was adopted in 1980. The Village also has a Waterfront Plan from 1997, which includes the entire Village within the waterfront boundary, so there has been some more recent planning. However, given the age of those two documents, 2019 is a good time to create a new plan that responds to the many ways that the Village has changed in the past few decades, takes advantage of opportunities, and addresses challenges presented by major changes anticipated in the coming years.

The updated comprehensive plan evaluates current demographic trends, explores the potential impacts of recent and planned development projects (such as Edge-on-Hudson), and includes up-to-date planning principles. Notably, the new plan will help to clarify the Village's priorities with respect to principles of sustainability and will help plan for the impacts of climate change. The plan also responds to evolving regional and economic trends, such as the changing downtown retail environment.

Finally, the 2019 comprehensive plan update is in part funded by a grant from the New York State Department of State (NYSDOS), creating an opportunity for a planning process that is only partially financed using local taxpayer dollars.

How is This Plan Organized?

Section 1: Vision and Goals

The Plan begins with a Vision Statement, to set the foundation for both the planning process and the goals, strategies and recommendations articulated in the Plan. The Vision Statement incorporates input gathered through a substantial public outreach process, in consultation with the Steering Committee, and guided by a professional consultant team. The Vision Statement was revisited and refined throughout the planning process, to ensure that it accurately and effectively reflects the consensus of the various stakeholders engaged during the Plan's development.

Following the Vision Statement, a series of planning goals outline broad aspirations to further the vision and to address issues and opportunities identified in the planning process. The goals are organized by Action Area (see below) and are meant to help guide the Village's future decisions about enacting policies, undertaking projects, and establishing partnerships.

The Vision Statement and planning goals are the underpinning of the Comprehensive Plan, and all strategies and recommendations arising from the Plan should be consistent with the vision and goals. As the Village seeks to implement the Plan's recommendations, it should look regularly to these foundational elements to ensure that the recommendations are carried out in furtherance of the vision and goals. This consistency relationship is all the more important when situations arise that were not predicted or contemplated by the Plan; the vision and goals provide guidance where there may not be a detailed strategy or recommendation.

Section 2: Existing Conditions

This chapter describes the current conditions and trends for Sleepy Hollow and the region, and provides context for the issues to address and opportunities to build upon.

Section 3: Action Areas

Based on the existing conditions analysis and stakeholder feedback, the Plan identifies a series of 10 Action Areas that organize both issues that the Comprehensive Plan should address, and opportunities the Village can capture to achieve the Plan's vision and goals. The Action Areas serve as a framework for the strategies and recommendations, as well as the foundation for their implementation.

Section 4: Strategies and Recommendations

This section builds on the Action Areas, and within each area, identifies several conceptual ideas to address issues and take advantage of opportunities. Under each strategy, detailed recommendations outline specific actions, policy changes or projects to carry out that strategy and achieve the Plan's vision and goals.

Section 5: Implementation

For a Plan to be effective, its recommendations must be put into action. This section outlines a process for implementation that identifies each action item and provides guidance on the timing of implementation given the Village's priorities and capacity, the entity most appropriate to take the lead, potential partners, and a sense of funding requirements and possible sources for that funding. The implementation section is intended to serve both as a component of the overall Plan and as a stand-alone checklist document that can act as a "to-do list" and be updated regularly by Village staff and elected officials.

Planning Process

The Sleepy Hollow Comprehensive Plan was updated in coordination with the Village's Local Waterfront Revitalization Program (LWRP), or Waterfront Plan. Many New York State communities choose to update these two planning documents separately. However, since Sleepy Hollow's "Waterfront Revitalization Area"

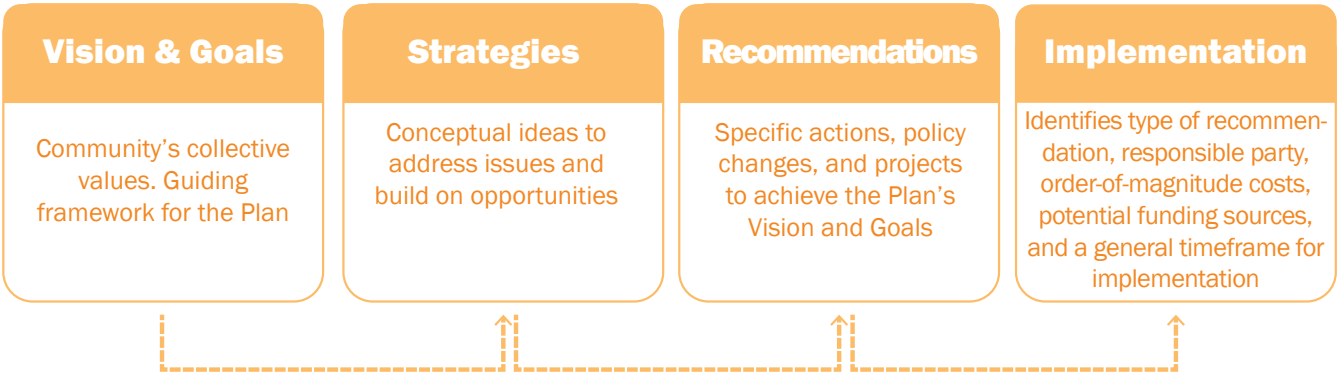


Figure 1: Sleepy Hollow Comprehensive Plan Organization

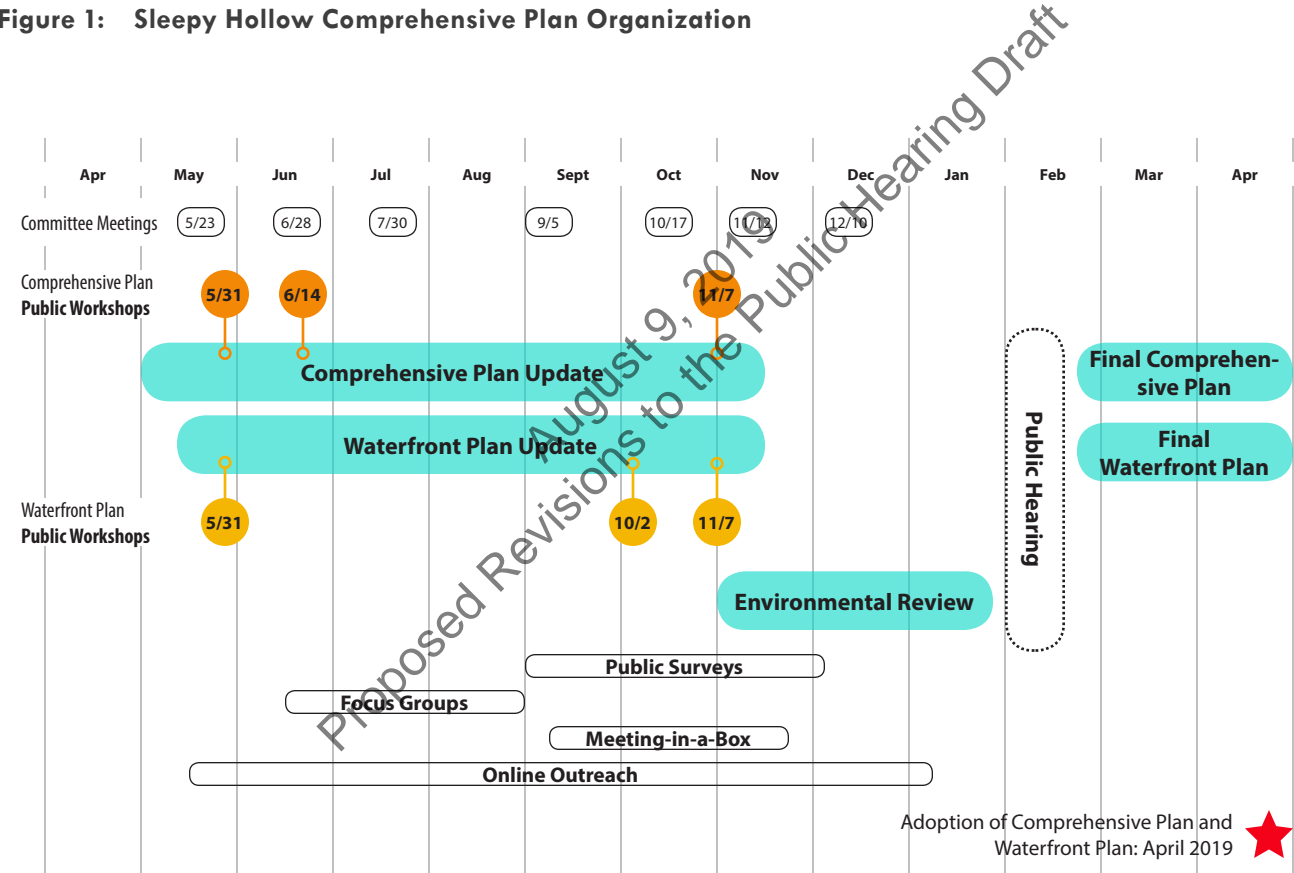


Figure 2: Project Timeline

includes the entire Village, it made sense to conduct a parallel process to coordinate the Comprehensive Plan and Waterfront Plan.

The approximately year-long planning process was led by a Steering Committee made up of local residents, business owners, and community leaders, with the assistance of a consulting team. The committee met about once a month to provide guidance to the consultants, discuss input from public outreach events, and review drafts of the two plans. The process included substantial public outreach, described in more detail below, to gather input from the community to develop the vision and planning goals, identify key issues and opportunities, and prioritize planning recommendations. Once a full draft of the plan was complete and approved by the Steering Committee, the documents were referred to the Village Board of Trustees, as the sole agency with jurisdiction over the adoption of the plans, for their own review and deliberation process. The Trustees, who were closely involved during the development of the draft plans, initiated review under the State Environmental Quality Review Act (SEQRA) and held a public hearing on (expected in early 2019) before finalizing the Comprehensive Plan and Waterfront Plan for adoption.

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PUBLIC OUTREACH

Starting with a community meeting in January 2018 to establish key priorities and answer questions about the planning process, the public outreach program for the Sleepy Hollow Comprehensive Plan and Waterfront Plan was designed to engage all members of the community, as well as regional partners, in developing a vision for the future of the Village. Over a period of more than a year, the Village solicited public input on existing issues, potential opportunities, and the community's aspirations for the future. Guided by a steering committee made up of a cross-section of community representatives, the planning process ensure that the Comprehensive Plan and Waterfront Plan are truly collaborative products that reflect Sleepy Hollow's unique characteristics, concerns, and values.

Members of the Steering Committee included:

- David Avrin, Environmental Advisory Committee
- Alex Chambers, Resident
- Rachelle Gebler, Board of Trustees
- Kersten Harries, Planning Board
- Laura Rey Iannarelli, Business owner
- Stewart Lee, Parent, high school performing arts supporter
- René León, Business owner
- Alex McFarland, Waterfront resident / Zoning Board of Appeals
- Erica Rodriguez, Resident
- Lisa Santo, former Planning Board member
- Glen Taylor, Chamber of Commerce / Phelps Memorial Hospital
- Luis Tenazaca, Resident
- Anne White, Waterfront Advisory Committee



Opening Comprehensive Plan Public Workshop, May 31, 2018

The Village and planning consultants developed a broad and robust public engagement program to guide the process of gathering meaningful input from the community. The program identified a range of ways to engage the community in an interactive, iterative process. Through a series of public workshops, focus group meetings, a public survey, and online tools, the public outreach program was designed to achieve the following objectives:

- Provide a clear overview of the process and intended outcomes.
- Offer numerous and varied opportunities for public participation and feedback.
- Build an understanding of the Village's diverse needs and interests.
- Identify the community's priorities to guide investment and implementation.

Effective public outreach requires multiple methods of reaching diverse members of the community. These methods were also tailored to the specific characteristics of Sleepy Hollow, based on collaboration between the planning consultants, Steering Committee, Village staff, and community organizations. The effectiveness of the outreach program was regularly assessed and adjusted as needed, based on how well it was working at reaching the Village's stakeholders.

Overview of Public Outreach Program

The public outreach program included each of the following components (see the Appendix for summaries of these various outreach methods):

Public Workshops

A total of four Village-wide public workshops were held at key points during the planning process, to update the community on progress, hear concerns that should be addressed, and solicit ideas for potential Plan recommendations. Each workshop



was held at the James F. Galgano Senior Center and was attended by about 50-70 people, including the Steering Committee and the Village Trustees. The first workshop, held on May 31, 2018, introduced the overall process for both the Comprehensive Plan and the Waterfront Plan, presented selected socioeconomic data to provide context, and highlighted opportunities to get involved. This workshop also featured an interactive open house session, in which participants visited stations organized by topic area and facilitated by the consultants, and provided feedback on their concerns and aspirations. After the open house, the consultants reported back to the larger group on major points that were discussed.

The second public workshop was held on June 14, 2018, and focused primarily on the Downtown area of Sleepy Hollow. At this session, after a brief presentation that updated the study's progress and discussed key strengths and weaknesses of the downtown, participants broke up into five roundtable discussion groups. The groups were organized by topic and provided an opportunity for in-depth conversations, featuring discussion questions and large-scale maps for reference. As with the first workshop, a report-back session gave a chance for the full group to hear the results of the roundtable discussions, and identified common themes and concerns.

The third public workshop, held on October 2, 2018, was focused on preliminary recommendations for both the Comprehensive Plan and Waterfront Plan. Members of the consultant team presented an overview of the organization for both plans, including the Action Areas for the Comprehensive Plan and Policies and Projects for the Waterfront Plan. After the presentation, participants visited stations organized around the Action Areas, each of which contained preliminary recommendations for both plans. Attendees were invited to indicate their agreement or disagreement, and to discuss their concerns or questions with the consultants at the stations.

The final public workshop, which also served as the Steering Committee's Public Hearing, was held on November 7, 2018, and presented all of the proposed Strategies for the Comprehensive Plan and Projects for the Waterfront Plan. After a detailed presentation, the consultant team facilitated a town hall session, in which attendees could ask questions and offer comments or ideas for improvements.

The public workshops were highly successful in engaging many of Sleepy Hollow's stakeholders to share their concerns and participate in the planning process. Every session was well-attended, and new participants joined each time, indicating a high level of interest and awareness of the planning process. However, the project team was aware that not all stakeholders are able or willing to attend in-person workshops, with members of the Spanish-speaking community and the typically underrepresented. Therefore, the team developed a number of other outreach tools, to ensure that a wide range of people were brought into the conversation.

Focus Group Meetings

Three small focus groups were held early on in the planning process to facilitate in-depth discussions with stakeholders involved in key topic areas. On June 7, 2018, the consultant team met with about a dozen members of the Merchants Council, as well as representatives of the Steering Committee and Village, to discuss issues affecting the downtown and business community. On July 30, 2018, the team held two focus groups: one with representatives of the arts and cultural community, and one with representatives of environmental advocacy groups (including the Village Environmental Advisory Committee). The focus groups were highly informative for the consultants and provided an opportunity to discuss targeted issues in detail, with the “local experts.”

Outreach to the Spanish-Speaking Community and High School Students

Throughout the planning process, the Steering Committee and consultant team worked closely with the Village’s liaison to the Spanish-speaking community, Diana Loja. Ms. Loja was instrumental in assisting with outreach on the Comprehensive Plan, including organizing an informational event for Spanish-speaking residents, helping to distribute the public survey, and raising awareness about the planning process in the community.

On October 17, 2018, the project team held two events to reach important segments of Sleepy Hollow’s population that were not well-represented in the Village-wide public workshops. Input provided at these meetings was largely consistent with opinions expressed at the public workshops and other focus groups and through the public survey, although there were some new ideas as well. At both events, attendees expressed concerns about housing affordability, parking, traffic, pedestrian safety, and downtown aesthetics and retail health.

The high school students who attended the meeting also expressed the desire for more local job opportunities, income diversity in Village neighborhoods, access to healthy food, more entertainment options, and more family-owned businesses. Interestingly, many of the students – particularly those who have lived in the area for all or most of their lives – said they view Sleepy Hollow and Tarrytown as one community with a shared identity and issues to be addressed.

Participants in the meeting for the Spanish-speaking community echoed the concerns about local jobs, and also expressed a desire for greater transparency and effectiveness in Village communications and outreach to this community, including additional notices and meetings with Spanish translation available. Attendees were also interested in more after-school programs and presentations on healthcare programs and policies, and indicated concerns about potential displacement of existing businesses in the downtown once retail uses at Edge-on-Hudson are open.

Meeting in a Box

Recognizing that attending formal public meetings can be difficult given people's busy schedules and commitments, the consultant team designed the "Meeting-in-a-Box" tool to allow community groups, neighborhood associations or friends to gather their own input about Sleepy Hollow's Comprehensive Plan and Waterfront Plan by scheduling their own discussion sessions at a convenient time and place. The team developed a packet that contained all the materials needed for anyone to host a small group meeting, including instructions for the host, discussion questions for participants, feedback questionnaires, and directions for recording and returning responses. The packets were available, in English and Spanish, for download from the project website or at Village Hall, for approximately two months in the fall of 2018. Members of the Steering Committee hosted a total of five Meeting-in-a-Box sessions, with participants ranging from six people to more than 20 neighborhood representatives. Sessions were held targeting Sleepy Hollow Manor, Philipse Manor, Webber Park, Kendal-on-Hudson, and the Downtown.

As with all of the outreach tools, the input received from Meeting-in-a-Box participants was consistent with comments and opinions heard throughout the planning process. Meeting attendees were concerned about connectivity, particularly within residential neighborhoods, along the waterfront, to parks, around the train stations, and at problematic intersections along Route 9. There was interest expressed in improved Bee-Line bus service as well as a local shuttle service making stops at key locations. To address parking issues, participants suggested several options: developing a parking app for payments, as in Tarrytown, exploring opportunities for shared parking lot agreements with private businesses and the school district, and increasing the number of handicapped parking spots downtown. Housing concerns included affordability, overcrowding, maintenance, and preservation of



Visiting at the Tarrytown and Sleepy Hollow (TaSH) Farmers Market

downtown character. Other issues included retail mix in the downtown; the need for improvements, more programming, and maintenance to existing parks; sustainable initiatives such as banning plastic bags, encouraging solar panels, and promoting composting; and the potential for sharing municipal services with adjacent communities.

Many of the concerns from the Meeting-in-a-Box sessions were local to neighborhoods, but some Village-wide ideas included reinstatement of the 50/50 sidewalk program, allowing food trucks in some parks, joint marketing with Tarrytown, and more preschool and after-school programs.

Public Survey

To supplement the in-person events, the project team developed an online survey seeking input on a broad array of questions. About 375 people took the survey, which was open from September 7, 2018, through October 12, 2018, and available in hard copy and in English and Spanish. Although the survey was not a scientific, statistically accurate survey, it was successful in reaching a relatively large number of Sleepy Hollow stakeholders (primarily residents but also including business and property owners or other interested parties). In particular, the open-ended qualitative questions were extremely informative and provided context for much of the public feedback received at the workshops and focus groups.

Tourism Survey

Sleepy Hollow is unique in that it attracts a significant number of visitors from throughout the region during September and October, when many events associated with the Legend of Sleepy Hollow and Halloween take place. This provided an opportunity to conduct outreach to those visitors, including some who come to the Village often and some who are visiting for the first time, to try to understand what attracted them to Sleepy Hollow, and what they liked or didn't like. About half of survey respondents were actually Sleepy Hollow residents (the survey was open to anyone who wished to take it). Key Village assets mentioned were the historical sites, the Hudson River waterfront, diverse dining options, and walkability. Issues mentioned that make the Village less desirable to visit include parking, traffic, a lack of shopping options, and overall aesthetics. Suggested improvements that participants saw as attracting more visitors include intersection improvements, more parking and shuttle options, year-round events, and a better business mix.

Meetings with Department Heads and Regional Partners

Early on in the planning process, the consultant team met with Village staff and department heads, including the Department of Public Works, Recreation Department, Building Department, planning consultant, Police Department, Fire Department and Ambulance Corps. These meetings helped to identify existing conditions, issues and opportunities across a range of municipal services and

facilities. In addition, the team met with representatives from the Village of Tarrytown, to discuss mutual planning concerns and opportunities, and held a call with the Pocantico River Watershed Alliance, to discuss potential actions and projects.

Coordination with Board of Trustees

Ultimately, the Comprehensive Plan and Waterfront Plan can only be adopted by the Board of Trustees; thus, it is critically important to keep the Trustees involved throughout the planning process. The project team briefed the full Board twice, on May 15, 2018, and October 23, 2018, to update them on progress and to discuss issues and preliminary recommendations. In addition, the Trustees regularly attended the public workshops and some of the focus groups and other meetings.

Outreach at Community Events

Often the best way to reach people is to go to places and events where they already are. Representatives of the project team and Steering Committee attended the Sleepy Hollow Chilean Festival, the Tarrytown and Sleepy Hollow (TaSH) Farmers Market, and the Sleepy Hollow Street Fair during the fall of 2018 to get the word out about the Comprehensive Plan and Waterfront plan efforts and talk to people about their concerns and ideas.

Project Website and E-mail Blasts

In preparation for undertaking this planning effort, the Village developed a project website Sleepy Hollow Connected, to provide a centralized location for information related to the process. The project team regularly updated the website with announcements about public events and other opportunities to get involved, including the online survey and meeting-in-a-box. Draft chapters of both plans were posted as they were completed and reviewed with the Steering Committee. Announcements of public events were also posted on the Village website.

In addition, the consultant team maintained a contact list of key stakeholders and workshop attendees, and sent announcements via e-blast to alert people to the dates of public meetings and the opportunity to review draft documents on the website. The Village-maintained e-blast list was also used.

Across the wide range of outreach tools and activities, the concerns expressed by Sleepy Hollow's residents, property owners, merchants and other stakeholders were remarkably uniform. While there were some issues specific to a neighborhood or stakeholder group, for the most part similar themes were heard at every workshop, meeting, focus group or outreach event. This consistency across neighborhoods, ages, genders and ethnic groups reveals a major positive attribute for Sleepy Hollow: a level of unity that already connects the Village, and that can be built on to strengthen the community. If the Village can effectively address these shared

concerns and aspirations, the potential beneficial impacts to its stakeholders are profound.

The following key themes were consistently expressed by participants throughout the planning process:

- The need for better **connections** across the board: between neighborhoods, to downtown, to transit and jobs, to schools, and to parks and open spaces.
- A strong desire to **revitalize downtown**: beautification/cleanliness, fill empty storefronts, stronger retail mix (focusing on food), and more activity.
- Support for seeking a **housing balance** that protects neighborhood scale, promotes downtown redevelopment, and preserves affordable and workforce housing.
- Recognition of the potential for Sleepy Hollow to become a **year-round destination**: need for better marketing and branding, wayfinding, and more events.
- Interest in engaging with **water assets**: Hudson River, Pocantico River and Fremont Pond.
- The belief that the Village must undertake implementation of its planning efforts in an open, **transparent** process.

VISION STATEMENT

The Village of Sleepy Hollow:

- Values its cultural and socioeconomic diversity and is committed to ensuring a more inclusive future for everyone in the Village.
- Works to create a vibrant downtown with improved connections to neighborhoods, train stations, and the waterfront.
- Treasures its history and protects its historic assets while also welcoming new development, including housing to accommodate a range of ages and incomes.
- Protects and enhances natural and recreational resources and activities for residents that also attract visitors year-round.
- Plans for regional and local trends so the Village guides change in a way that improves quality-of-life for its residents and businesses.
- Engages the entire community to promote social, economic, and environmental sustainability.

PLANNING GOALS

Planning goals help to organize policy recommendations in the Plan. Within each Action Item, a series of goals is developed based on key issues raised by the community. The following goals, organized by Action Area, are intended to guide the strategies, recommendations and implementation of this Plan:

Economic Resources

Create a local business environment that attracts investment to Sleepy Hollow and makes the Village's commercial areas a stronger asset for local residents and visitors.

Housing

Create opportunities to provide a broad range of housing opportunities to accommodate families and individuals at all income levels by revitalizing existing neighborhoods and encouraging new development to support existing residents and a growing population.

Land Use and Zoning

Develop strategies and potential zoning revisions Review Downtown zoning to encourage entrepreneurship and contextual development in **Downtown** commercial areas while preserving community character and protecting the scale of adjacent neighborhoods.

Connectivity

Improve connections between neighborhoods within the Village—and between Sleepy Hollow and surrounding communities—by **creating new public transportation options** increasing walkability and bikeability, reducing congestion, and mitigating parking concerns, ~~and creating new public transportation options.~~

Parks and Open Space

Create new recreational opportunities and improve maintenance of existing parks **and trails**, while expanding access to the waterfront and improving connections between neighborhoods and open spaces.

Natural Environment

Preserve and enhance Sleepy Hollow's natural beauty as an ecological resource for wildlife habitat, air and water quality benefits, public health assets, and an opportunity for residents and visitors to experience the outdoors.

Sustainability

Incorporate principles of sustainability throughout the Comprehensive Plan, future planning work, Village operations, and community assets.

Community Resources

Ensure that Sleepy Hollow's cultural, historical, public health, and social service organizations have the resources they need to support the needs of the local population.

Municipal Services

Identify opportunities to improve the quality and increase the efficiency of municipal services and expand the local tax base.

Governance, Communication, and Transparency

Identify strategies to improve communication to Sleepy Hollow's residents, celebrate the Village's diversity, and capitalize on opportunities to improve operational efficiency locally and by partnering with surrounding municipalities.

August 9, 2019
Proposed Revisions to the Public Hearing Draft

SECTION II: EXISTING CONDITIONS AND TRENDS

Sleepy Hollow has reached a strategic moment as we prepare for the future. The Village's population is at a historic peak and anticipated to increase dramatically as major developments move forward and critical infrastructure and transportation investments are planned or underway in and around the Village. These key changes require thoughtful consideration of strategies to attract new residents, businesses, and visitors to Sleepy Hollow by enhancing quality-of-life and creating more downtown activity, while ensuring that the Village's cultural diversity, a major asset, remains intact. This chapter describes the current conditions and trends for Sleepy Hollow and the region, and provides context for the issues to address and opportunities to build upon.

REGIONAL CONTEXT

The Village of Sleepy Hollow is located in Westchester County, New York, along the eastern shore of the Hudson River. Sleepy Hollow is part of the Town of Mount Pleasant and is bordered to the north and east by unincorporated portions of the Town and to the south by the Village of Tarrytown (Figure 3). Sleepy Hollow's land area is just over two square miles, and its Hudson River waterfront extends for approximately 2.5 miles. The waterfront includes the former General Motors site, which is being redeveloped as a mixed-use project including public waterfront access.

Sleepy Hollow has several strategic regional connections that give the Village great access to the broader New York Metropolitan Region. It is about 28 miles north of Grand Central Terminal in Manhattan, and much of the Village is within walking distance of either the Tarrytown or the Philipse Manor Metro-North stations. The Tarrytown Station provides express service to Grand Central Terminal in about 40 minutes. Significant road connections include U.S. Route 9/Broadway (also designated as a State Bike Route) which travels north-south through the Village, and State Route 448 (Bedford Road), which provides access to Route 9A and the Taconic State Parkway in north-central Westchester County. Interstate 287, which

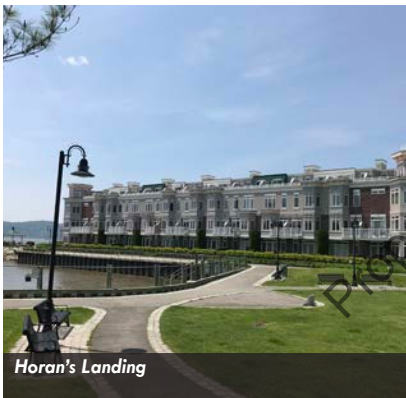
travels east-west through Tarrytown to the south, provides access to White Plains and Interstate 95 to the east and the Villages of Upper Nyack, Nyack, and South Nyack are located to the west, across the Hudson River in Rockland County. The Mario Cuomo Bridge connects Rockland and Westchester Counties providing the region with more diverse transportation capacity, including traffic lanes, dedicated bus lanes, and a shared-use path for pedestrians and cyclists. Further to the east, I-87, the Saw Mill River Parkway, and the Sprain Brook Parkway lead into New York City to the south and connect Sleepy Hollow with the Taconic State Parkway heading north. The Westchester Bee-Line Bus Route 13 links Sleepy Hollow with Ossining, Tarrytown, White Plains, Port Chester, and Rye.

The history and scenic views of Sleepy Hollow attract both locals and visitors to the area. The Croton Aqueduct trail and the Westchester Riverwalk provide the Village with regional recreational facilities for pedestrians and cyclists. Rockwood Park and Rockefeller State Park Preserve, primarily located just outside the Village to the north and east, are major recreational resources, providing miles of walking and riding trails and significant Hudson River views. The Pocantico River begins in New Castle and crosses the Village from east to west, emptying into the Hudson River and linking historical sites including the stone bridges of Rockefeller State Park, Sleepy Hollow Cemetery, and Phillipsburg Manor.

LOCAL CONTEXT

Sleepy Hollow is shaped by a fairly dense, walkable downtown, single and multifamily residential neighborhoods, and the Hudson River waterfront. A series of public parks and water bodies define the boundaries between the different neighborhoods, mostly concentrated along the waterfront and adjacent to the Inner Village. The Hudson River is lined by a series of parks and the Riverwalk, providing access to river views and creating links between neighborhoods. Historic sites are primarily concentrated near the center of the Village, including Sleepy Hollow Cemetery, the Old Croton Aqueduct, Kykuit and Philipsburg Manor. In the northern part of the Village, Phelps Memorial Hospital and Kendal on Hudson are important hubs of activity and economy (as is the Regeneron Pharmaceuticals complex just north of Sleepy Hollow), whereas the northeastern section of the Village is mostly covered by open space associated with the Rockefeller Estate (Kykuit) (Figure 4).

The Sleepy Hollow's Downtown is structured around four main corridors. Beekman Avenue, the most active commercial corridor, is notable for its combination of civic and commercial uses. The Beekman Avenue corridor crosses downtown from east to west, connecting the waterfront with Route 9/Broadway. At the center of Beekman, Cortlandt and Valley Streets link downtown Sleepy Hollow with the Tarrytown train station within a short walk to the south. The Cortlandt and Valley corridors are important gateways to the Village and also provide commercial services that are more focused on the immediately surrounding neighborhoods. Finally, Broadway



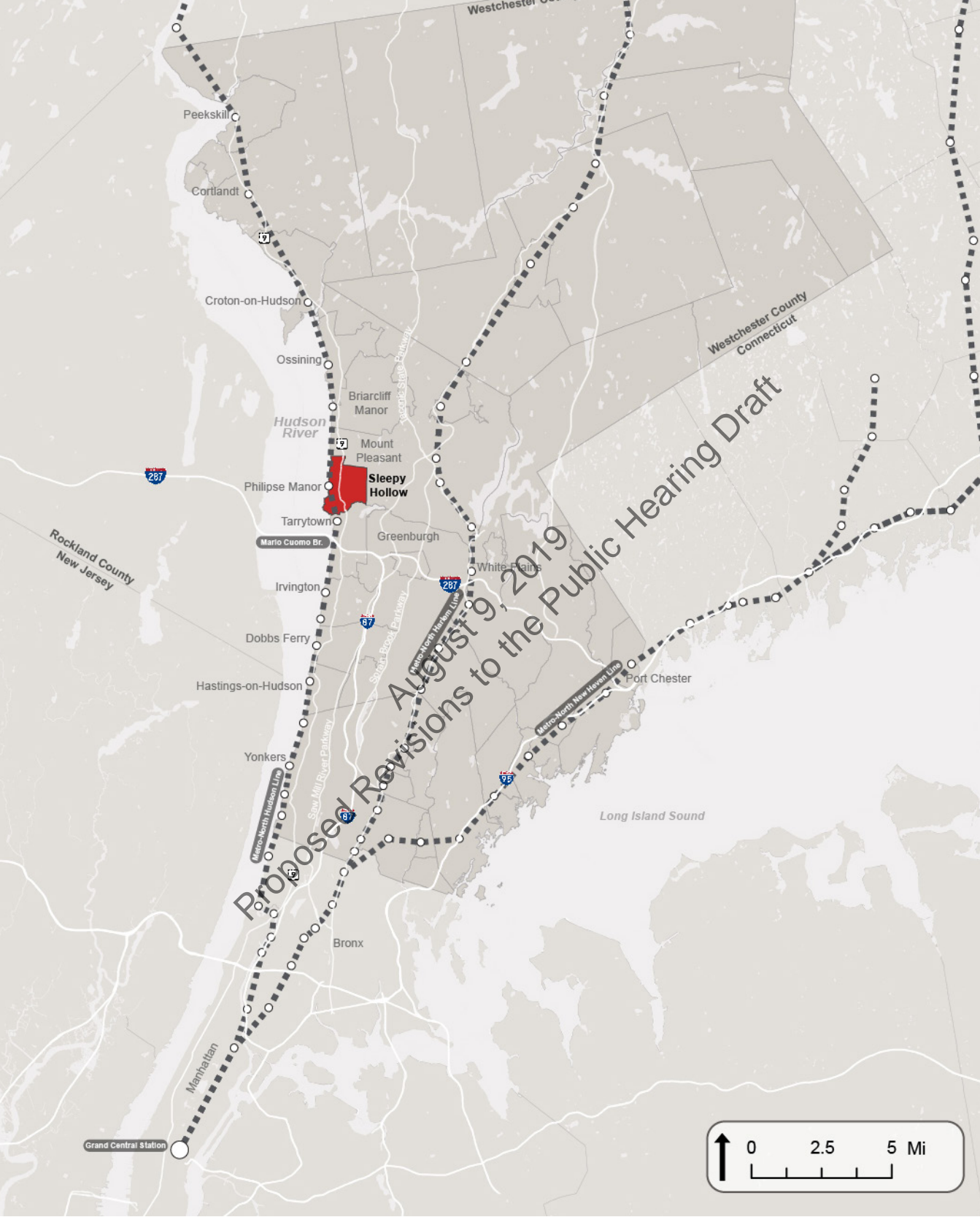
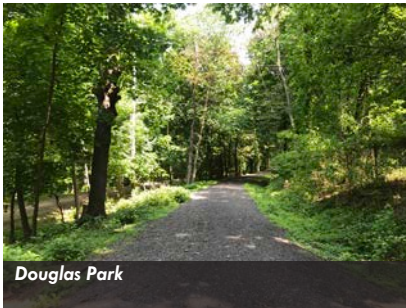


Figure 3: Regional Context



Residential Neighborhood in Sleepy Hollow



Douglas Park

serves as the main vehicular corridor connecting Sleepy Hollow to other Rivertowns and to the region. Healthcare facilities, churches, professional offices, and auto-oriented uses such as gas stations and auto repair line the corridor. The high school and middle school are located up the hill to the east of Broadway. Some restaurants are currently vacant at the intersection of Broadway and Beekman. The Downtown is largely built out, with few remaining vacant sites for infill development. Where infill sites do exist, the lot sizes are generally fairly small, which makes providing off-street parking difficult for new development.

The waterfront area includes a concentration of community assets, in particular in the southern part of the Village. Part of the Hudson River Valley Riverwalk is in Sleepy Hollow, and will be extended along the Edge-on-Hudson site. Additional assets are located between the southern border of the Village and Philipse Manor Train Station. Horan's Landing, Sleepy Hollow Lighthouse, Kingsland Point Park, and Philipse Manor Beach Club are all linked by existing or planned portions of the Hudson River Valley Greenway. Currently, the section of the trail within the Edge-on-Hudson site, though opened temporarily, is unfinished; once built, this extension of the trail will connect with Kingsland Point Park.

Residential neighborhoods in Sleepy Hollow are concentrated along the waterfront and near the downtown area. In the south of the Village, Beekman and Broadway connect three neighborhoods: Downtown, Webber Park, and Briggsville. Philipse Manor, Sleepy Hollow Manor, and Kendal-on-Hudson are all aligned along the waterfront. Edge-on-Hudson soon will become another Village neighborhood, and because of its location, will create a link between the Beekman-Broadway corridor and the Hudson River.

Sleepy Hollow is also notable for its hilly terrain. The Village's topographic features can be an asset, providing beautiful views of the Hudson River valley. However, steep slopes also present a challenge in some cases, creating barriers between neighborhoods and making it more difficult to walk or bike around the Village.

PLANNING CONTEXT

A community's growth and development patterns are shaped most directly by the land-use and planning decisions made by its local government. However, many local concerns, such as air and water quality, traffic conditions and economic growth, are not under the Village's direct control and have impacts that reach beyond municipal boundaries. These can be most effectively addressed when the regional context is taken into consideration. This broader outlook for growth and development is provided by vision and comprehensive plans issued by county and other municipal governments, and sometimes inter-municipal agreements. There are several recent planning documents that have been produced by Sleepy Hollow, by neighboring municipalities, and by regional agencies, including the following:



Figure 4: Local Context

Sleepy Hollow Plans

Sleepy Hollow Local Waterfront Revitalization Program (1997)

The Local Waterfront Revitalization Program (LWRP) adopted in 1997 was created as a multipurpose document with the extended goal of serving as a Comprehensive Plan as well. Within the context of the closure of the General Motors Plant (GM) in 1996, the Village proposed a shift in land use, eliminating the M-Manufacturing zoning district classification and creating a RF–Riverfront Development Zoning District. Both the LWRP and the new zoning sought the redevelopment of the GM site as a mixed-use comprehensive project that would revitalize Sleepy Hollow's waterfront. The LWRP also proposed improvements to existing public recreational facilities, restoration and revitalization of underutilized sites, links to public sites, protection of historical and scenic resources, and providing an economic boost to the Village.

Village of Sleepy Hollow Downtown Zoning Revisions (2014)

After engaging in a planning effort that included the participation of the public, the Village Board of Trustees proposed a series of revisions to the Central Commercial (C-2) zoning district regulations. The purpose of these revisions was to address outdated provisions that are inconsistent with the community's vision for a vibrant downtown destination and that are believed to be contributing to vacant commercial land, empty storefronts and a weak commercial tax base. The intent of the revisions was to remove identified zoning barriers to development and promote revitalization while preserving existing buildings and character. Although the revisions were not adopted, many of the recommendations remain valid and provide significant background to this Comprehensive Plan.

Pocantico-Pierson Traffic Study (2016)

In 2016, the Village worked with TRC Engineers to create a series of design alternatives for Broadway (US Route 9) at the Pocantico and Pierson intersections. The study included vehicular and pedestrian traffic counts at the intersections during high traffic periods, as well as field observations about the existing roadway geometry and operations. The study determined that the intersections have adequate capacity, but create safety issues for drivers and pedestrians. The study included preliminary conceptual improvement plans to help alleviate these safety concerns.

East Parcel Concept Plan (2017)

The East Parcel is a 28-acre vacant site that was donated to the Village as a condition of the special permit for the Edge-on-Hudson development. The East Parcel had been part of the GM site and has been vacant since the GM plant closed. The Village developed a concept plan for the future of the East Parcel in 2017. **The concept plan for the East Parcel is subsequently described as Sleepy**

Hollow Common or the Common. Partially funded with mitigation fees paid by the developer of Edge-on-Hudson, the plan for ~~the East Parcel~~ **Sleepy Hollow Common** includes a combination of active recreation space, parkland, roadway connections, and the relocated Department of Public Works (DPW) facility. The plan could improve connectivity for pedestrians, cyclists, and drivers by extending Continental Street over the Metro-North tracks to the Edge-on-Hudson site. There is also the potential to connect to Beekman Avenue by extending Clinton Street to the north. The concept plan is centered around a terraced plaza, community center, and performance space. To the north, towards the Pocantico River, the plan includes ~~a great lawn for passive and informal recreation~~ **a multi-purpose athletic field, parking area, skate park, and tennis courts.** South of the performance space is ~~multi-purpose athletic field, parking area, skate park, and tennis courts~~ **a great lawn for passive and informal recreation.** The plan includes vegetated buffers between the ~~East Parcel~~ **Common** and Metro-North and the Pocantico River. Pathways for pedestrians and cyclists would connect the area to Devries Park, Clinton Street, and Barnhardt Park.

The resolution granting the special permit approving the concept plan for redevelopment of the former General Motors site was adopted by the Village of Sleepy Hollow Mayor and Board of Trustees on June 7, 2011. In part, the special permit mandates that “The uses and site plan configuration proposed near the Project’s entrances are compatible with surrounding development, and the Project will also involve the donation of approximately 20 acres on the East Parcel (not including approximately 8 acres identified to be for the benefit of Historic Hudson Valley for the enhancement of the Philipsburg Manor Upper Mill Historic Site).”

Urban Land Institute (ULI) Study (2018)

In 2017, a Technical Assistance Panel from the Urban Land Institute (ULI) visited Sleepy Hollow to propose strategies to manage change due to Edge-on-Hudson and to revitalize the Village’s commercial corridor on Beekman Avenue. The panel met with the mayor and Board of Trustees and discussed ways to connect new waterfront housing to the downtown, encourage investment in downtown, while celebrating the Village’s history and diversity and limiting displacement of lower income households. The panel included two days of study and analysis to develop recommendations to address these concerns. The two key strategies identified by the panel were connectivity and placemaking.

Neighboring Municipalities

Tarrytown, Connected: Village of Tarrytown Comprehensive Plan (2018)

About a year before Sleepy Hollow began its Comprehensive Planning process, the Village of Tarrytown kicked-off a planning process to initiate a Comprehensive Plan that was adopted in late 2018. This Plan is part of various efforts previously

started as a result of the redevelopment trend/potential around the Tarrytown Metro-North train station and the waterfront, and propelled by the new Mario Cuomo Bridge. Tarrytown Connected has six themes including Economy; Mobility; Built Environment; Community, Culture and Education; Natural Environment and Open Space, and; Sustainability and Resiliency. The Plan recognizes shared opportunities and challenges between Tarrytown and Sleepy Hollow in terms of economy, tourism, and mobility, among others (e.g. growing as a destination of regional tourism, shared trolley service, and traffic impacts of new developments).

Envision Mount Pleasant: Town of Mount Pleasant Comprehensive Plan (2019)

The Town of Mount Pleasant is currently undertaking a planning process to update its Comprehensive Plan. Thus far, the focus areas of this process include the hamlets of Valhalla, Hawthorne and Thornwood, Town-wide land use, natural resources, transportation, municipal services and infrastructure, economics, historic and cultural resources, sustainability, resiliency and green building. During public workshops, residents of Mount Pleasant have expressed the need for collaboration with Sleepy Hollow for recreational purposes.

Regional Plans

Westchester 2025: Plan Together/Downtown Study (2014)

In 2006, the Westchester County Planning Board created Westchester 2025, a Web-based strategy framework for long-range planning. Westchester 2025 is meant to help create a single regional vision and to assist the County planning board in advising on capital spending and incorporating the County's perspective in municipal planning and zoning referrals. Within the framework of Westchester 2025, the County's Department of Planning gave Sleepy Hollow a set of "starter materials" in 2014 to help the Village develop a study to revitalize the downtown area. These materials formed background information for a later downtown zoning study initiated by the Village (*Village of Sleepy Hollow Downtown Zoning Revisions*, 2014, described above).

Route 9 Active Transportation Conceptual Design Plan (2018)

The Route 9 Plan is a joint effort of residents and municipal officials to improve and diversify connectivity between municipalities to the north and south of the new Tappan Zee Bridge—Sleepy Hollow, Tarrytown, Irvington, Dobbs Ferry, and Hastings-on-Hudson. The goal of the Conceptual Design Plan is to improve safety for people walking, biking and accessing buses along and across Route 9, which is the most important local and regional connector of Sleepy Hollow and a designated NYS Bike Route. A draft of the Plan was completed in the fall of 2018.

Mid-Hudson Regional Sustainability Plan (2013)

The Regional Sustainability Plan program was developed as part of the New York State Energy Research and Development Authority's (NYSERDA) Cleaner, Greener Communities program to empower the ten regions of New York State to promote

sustainable development in their communities. The Mid-Hudson Regional Economic Development Council adopted the Mid-Hudson Regional Sustainability Plan in 2013. The Plan sets out a vision for sustainable development that builds on the Region's unique social, cultural, and natural history, with the goal of promoting economic development, environmental sustainability, and enhancing quality of life for residents of the region. The plan provides a series of objectives to promote principles of smart growth in land use policy, reduce energy consumption, protect agriculture and open space and preserve the region's natural resources. Among the plan's recommendations are strategies to increase densities, promote transit-oriented development (TOD), and implement green building practices and green infrastructure. As this Plan has a County-scale focus, it does not mention Sleepy Hollow directly; however, its vision and goals are relevant for some of the Action Areas of this Comprehensive Plan, such as Connectivity, Environment, Sustainability, Land Use, and Economic Resources.

Making the Region Work for All of Us: The Fourth Regional Plan for the New York-New Jersey-Connecticut Metropolitan Area (2017)

After a five-year outreach process, the Regional Plan Association (RPA) published its Fourth Regional Plan, a document with a long-range vision of inclusive growth. The Plan includes a set of 61 recommendations with four core values – equity, shared prosperity, health, and sustainability – and four action areas – institutions, climate change, transportation, and affordability. Within the Plan goals, and in relation to Sleepy Hollow's local context, RPA calls for municipalities to increase civic engagement at the local level and make planning and development more inclusive, preserve and create affordable housing in all communities, and partner with local anchor institutions such as hospitals to develop career pathways for training and hiring local residents. These recommendations are consistent with Sleepy Hollow's vision expressed in Chapter 1 of this document support.

Sleepy Hollow – Tarrytown Trails Strategy (2015)

This strategic plan grew out of recognition that Sleepy Hollow and Tarrytown were on the verge of experiencing the impacts of two major construction projects—Edge-on-Hudson and the Mario M. Cuomo Bridge. Community members saw the planned waterfront walkway at Edge-on-Hudson and the shared-use path on the new bridge as opportunities to explore how these projects would relate and connect to both villages and their existing bicycle, park, and train infrastructure.

The study began in late 2014, initiated by Scenic Hudson and in collaboration with the two villages. Representatives from each village, as well as state or regional organizations with a role in parks, trails, and area tourism, participated on the steering committee that guided the process. The report was organized around a list of 10 priorities to organize ideas around how to implement improvements to the trail network for Sleepy Hollow and Tarrytown.

Grant-Funded Projects in Sleepy Hollow

In addition to the above recent planning work, the Village has also been successful in recent years in securing grant funding to advance planning and capital projects. Completed, in progress, and upcoming work includes a broad range of projects, such as streetscape improvements, drinking water infrastructure, municipal services, and water quality improvements (Table 1).

Table 1: Grant-Funded Projects in Sleepy Hollow		
Project	Grant Amount Received	Notes
Recently Completed		
Route 9 Streetscape	\$1,000,000	All sidewalks were redone from Tarrytown to Beekman Avenue
Pump Station Generator	\$400,000	Fully paid by FEMA grant
Riverside Drive	\$350,000	Improve pedestrian access
Fire Truck	\$300,000	New ladder truck; total cost is \$1.2M with grant funding from Community Benefits Program
Water Tank	\$6,000,000	
In Progress		
Beekman Avenue Lights	\$460,000	
North Washington/Beekman Intersection	\$200,000	Accessibility improvements to traffic signal
Beekman Avenue Sidewalks	\$135,000	Currently in design phase
Tri-Village Water Consolidation		Determining how Tarrytown, Briarcliff Manor, and Sleepy Hollow can share costs
Stormwater Mapping		Consortium of 16 municipalities to map entire water system
Upcoming		
Statue Island		
Fremont Pond	\$350,000	Funding approved to address contaminants entering the pond
Cortlandt Street Sewer	\$150,000	
Clinton Street Drainage	\$100,000	
Clinton Street Streetscape	\$175,000	
Hudson River Plaza		Part of the Edge-on-Hudson project
East Parcel	\$1,500,000	
Applying For		
Invasive Species		Along Pocantico River
East Parcel Buffer		Natural buffer along Pocantico River
Fire Department Air Packs		Emergency Equipment

DEMOGRAPHIC TRENDS

Population

As of 2016, the Village's population is at a historic peak of 10,117 residents (Chart 1). The population of Sleepy Hollow grew by a greater percentage between 2010 and 2016 than the Village of Ossining, the Village of Tarrytown, the Town of Mount Pleasant, and all of Westchester County. Significant growth has occurred from 2010 to 2016, when Sleepy Hollow saw a 7.1 percent increase in total population (Chart 2). This growth is all the more significant when considering that it does not reflect the complete build-out of Edge-on-Hudson, which will add nearly 1,200 housing units in the Village.

Age Distribution

Although the school-aged population remains the largest age cohort (Chart 3), population growth in Sleepy Hollow has largely been in the age cohorts 50 to 65 and 65 and older, which is due both to the aging of long-time residents and the 2005 opening of Kendal-on-Hudson, a full-service Continuing Care Retirement Community with 222 independent living units, assisted living and rehab units, and a memory care facility. All other age cohorts have been declining in share. This has contributed to an increase in the median age.

The population of Sleepy Hollow is aging as per national demographic trends, but it is aging at a faster rate than any of the surrounding communities (Chart 4). Between 2000 and 2016, the median age of Sleepy Hollow increased by 6.1 years to 39.7.

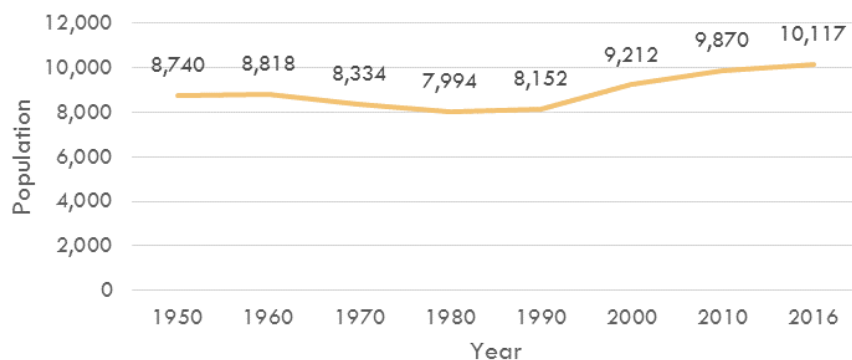
However, while the overall population is aging, there has been an increase in enrollment in the schools serving Sleepy Hollow in recent years (Table 2). Some of this enrollment increase can be tied to population growth in Tarrytown, which the district also serves, but because of Tarrytown's relatively minor population growth, most of the enrollment increase is attributed to Sleepy Hollow.

Racial/Ethnic Composition

The Hispanic/Latino population increased to 55.2 percent of Sleepy Hollow's total population (+1,128 residents) from 2000 to 2016 according to Census Bureau records. It is interesting to note that the percentage of Hispanic or Latino students in the school district is higher than that reported by the Census for the overall population. One potential factor that could cause this discrepancy is that some of these residents may be less likely to respond to the Census.

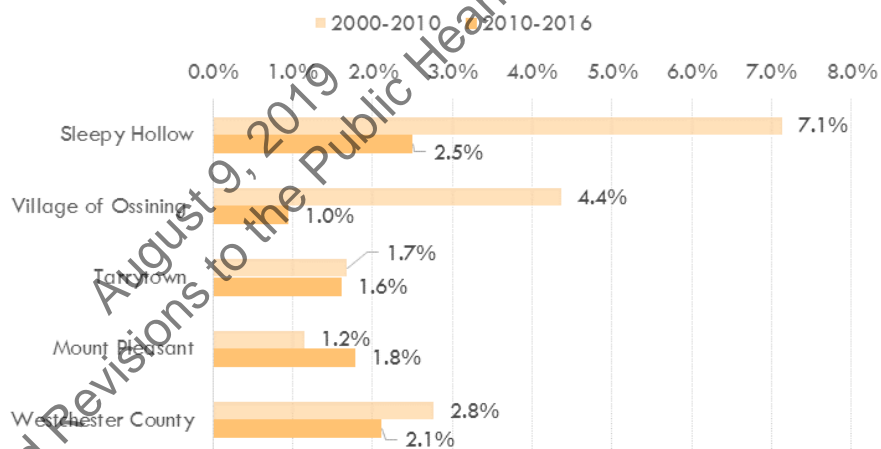
For the Latino population, the Dominican Republic is the most common country of origin, representing 41.5 percent of all Latinos and 21.6 percent of the total population in Sleepy Hollow. Ecuador, Puerto Rico and Mexico follow as being the three next largest representations (Chart 5).

Chart 1: Sleepy Hollow Population, 1950-2016



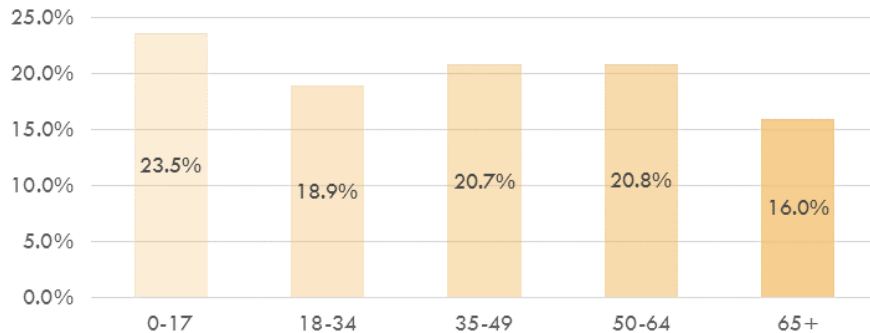
Source: US Census Bureau, 1950-2010 Decennial Censuses, ACS 2012-2016 5-Year Estimate

Chart 2: Relative Population Change, 2000-2016

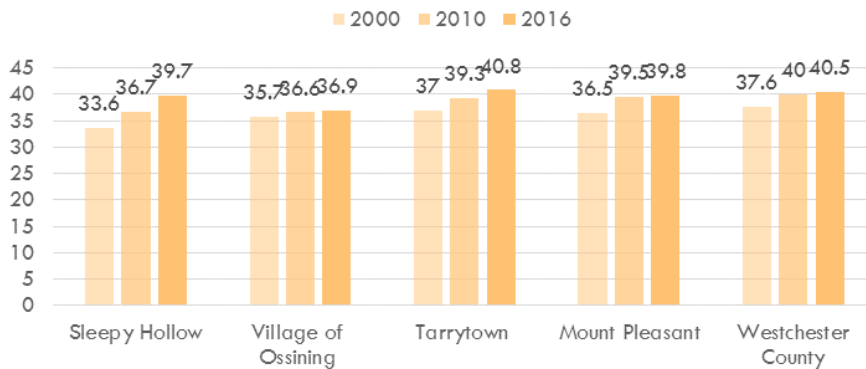


Source: US Census Bureau, 1950-2010 Decennial Censuses, ACS 2012-2016 5-Year Estimate

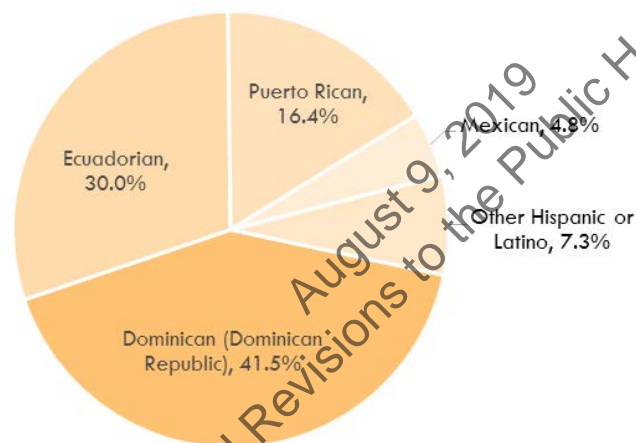
Chart 3: Sleepy Hollow Distribution of Population by Age Cohort 2016



Source: US Census Bureau, ACS 2012-2016 5-Year Estimate

Chart 4: Median Age, Sleepy Hollow and Nearby Communities, 2000-2016

Source: US Census Bureau, 2000-2010 Decennial Censuses, ACS 2012-2016 5-Year Estimate

Chart 5: Hispanic or Latino Population by Country of Origin, 2016

Source: US Census Bureau, ACS 2012-2016 5-Year Estimate

*Chilean population is 0.6 percent

Table 2: Union Free School District of the Tarrytowns Enrollment, 2010-2017

	2010	2017	% Change 2010-2017	2017 % Hispanic or Latino
Sleepy Hollow High School	828	827	-0.1%	56.5%
Sleepy Hollow Middle School	572	630	10.1%	57.8%
Washington Irving Intermediate School*	359	635	76.9%	63.0%
W. L. Morse School	380	408	7.4%	58.1%
John Paulding Elementary School**	196	218	11.2%	60.0%
Total	2,335	2,718	16.4%	57.3%

Source: New York State Education Department, Accountability and Overview Report 2009-10, Enrollment Data 2016-17

*In 2009-10, Washington Irving School only included grades 4 and 5; by 2016-17, it was also serving grade 3, which had previously been housed at W.L. Morse School.

**In 2009-10, John Paulding Elementary School only included grade 1; by 2016-17, the school served kindergarten and pre-K.

Educational Attainment

Compared with the surrounding municipalities, Sleepy Hollow has a lower level of educational attainment, with fewer residents aged 25 or older having graduated from high school or received a bachelor's degree (Chart 6).

However, educational attainment levels within Sleepy Hollow have increased since 2000, with greater shares of residents having high school and college degrees (Chart 7).

Households

Household Size

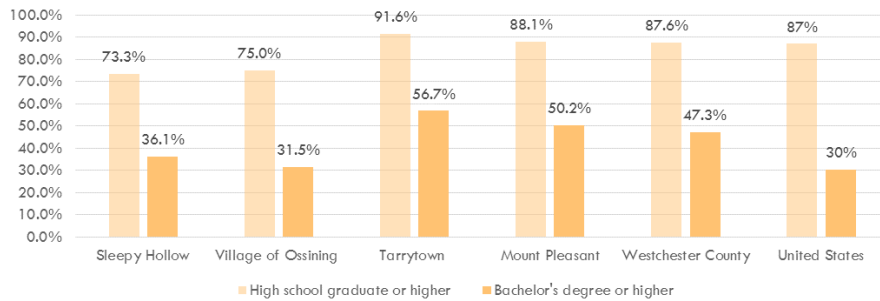
The Census-reported average household size in Sleepy Hollow is 2.74 as of 2016, which is smaller than each of the surrounding municipalities, with the exception of the Village of Tarrytown (Chart 8).

Sleepy Hollow's household distribution is very similar to that of Westchester County, but with a slightly greater share of married-couple family households (Chart 9).

Nearly 30 percent of Sleepy Hollow's households consist of two or more unrelated individuals or single-person households. Only the Village of Ossining and the Town of Mount Pleasant (unincorporated areas, not including Villages such as Sleepy Hollow) have smaller shares of non-family households at 29.4 percent and 23.1 percent, respectively.

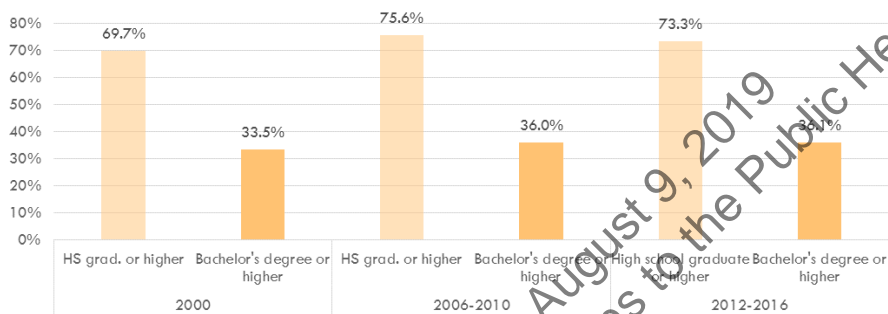
2.8 percent of households within Sleepy Hollow are 3-generation households (Table 3). However, nearly 40 percent of grandparents living with grandchildren in Sleepy Hollow are responsible for their grandchildren compared with 25 percent in Westchester County and just 7.5 percent in Tarrytown.

Chart 6: Educational Attainment of Population 25 Years or Older, Sleepy Hollow and Nearby Communities, 2016



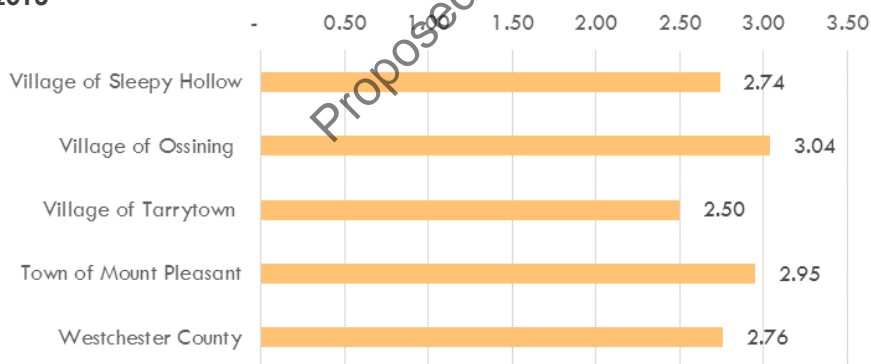
Source: US Census Bureau, ACS 2016 5-Year Estimates

Chart 7: Educational Attainment of Population 25 Years or Older, Sleepy Hollow, 2000-2016



Source: US Census Bureau, 2000-2010 Decennial Censuses, ACS 2012-2016 5-Year Estimate

Chart 8: Average Household Size, Sleepy Hollow and Nearby Communities, 2016



Source: US Decennial Censuses, 2016 5-Year American Community Survey

Household Income

Sleepy Hollow households have significantly lower incomes than all areas of comparison. With a median annual household income of \$52,738 in 2016, it is roughly half that of the Town of Mount Pleasant (\$105,147).

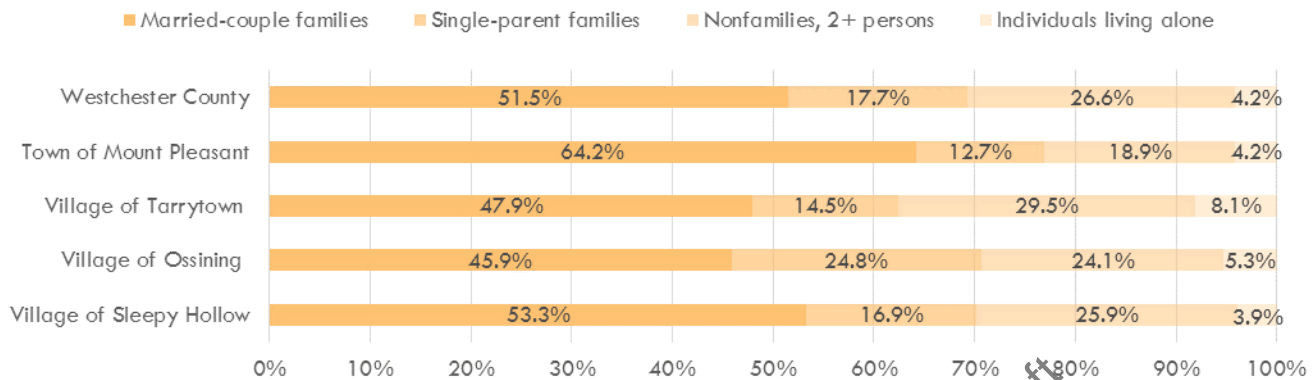
Median household income decreased from \$54,201 to \$52,738 (-2.7%) in Sleepy Hollow between 1999 and 2016 (Chart 10). However, it increased in Tarrytown, Mount Pleasant and Westchester County overall. According to the Bureau of Labor Statistics' Consumer Price Index, national inflation increased by 44.1 percent over this time; thus adjusted for inflation, median household income decreased by 32.5 percent in Sleepy Hollow during that time period. This is a trend that other communities around the County have experienced as well. Further study is required in order to understand all of the causes for this trend. The recession is one factor that could have contributed to this trend in the years after 2008. In part, the decline in median household income seems to be attributed to reduction in hours for employees working hourly wage service jobs, in part due to broader challenges facing brick and mortar retail businesses and the shift to online shopping.

Overall, median household income for Sleepy Hollow has decreased by 23.6 percent in the past five years (Chart 11). The greatest decrease is in renter-occupied households, which has decreased by 32.3 percent. The change in income did not affect all residents equally (Chart 12). Hispanic or Latino and Black or African American populations within Sleepy Hollow saw decreases of 37.3 percent and 38.9 percent, respectively. At the same time, median household income increased by 181.2 percent for Asian households (from \$82,407 to \$231,750, not adjusted for inflation).

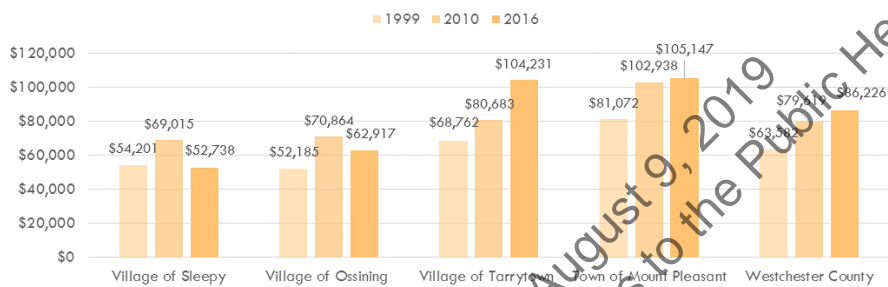
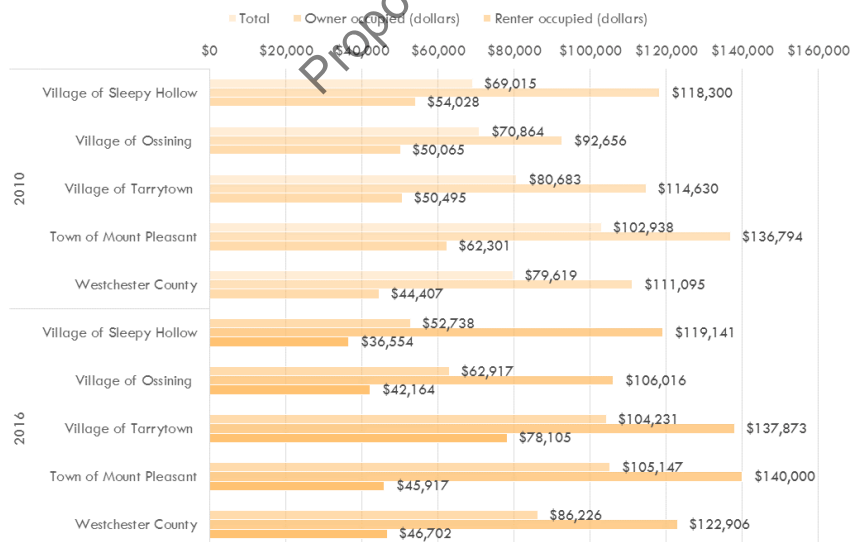
Table 3: Three-Generation Households, Sleepy Hollow and Nearby Communities

	Sleepy Hollow	Ossining	Tarrytown	Mount Pleasant	Westchester County
Total households	3,672	7,766	4,434	14,164	341,762
Share of households with 3 generations present	2.8%	5.7%	1.6%	3.3%	3.6%
Share of households with grandparents living with grandchildren	4.1%	6.8%	1.6%	3.7%	3.9%
Grandparents responsible for grandchildren	38.7%	38.9%	7.5%	30.7%	25.1%

Source: 2012-2016 American Community Survey 5-Year Estimates

Chart 9: Distribution of Households by Type, Sleepy Hollow and Nearby Communities, 2016

Source: US Decennial Censuses, 2016 5-Year American Community Survey

Chart 10: Median Household Income, Sleepy Hollow and Nearby Communities, 1999-2016 (Unadjusted for Inflation)Source: US Census Bureau, 2000 Summary File 3, ACS 2010 and -2016 5-Year Estimates
2000 Census income data for 1999. The 2010 and 2016 ACS report current-year income estimates.**Chart 11: Median Household Income by Housing Tenure, Sleepy Hollow and Nearby Communities, 2006 and 2010**

Source: US Decennial Censuses, 2010 and 2016 5-Year American Community Survey

In 2016, nearly half of households in Sleepy Hollow earned under \$50,000, compared with just 38.7 percent in the Village of Ossining, 22.5 percent in the Village of Tarrytown, 26.1 percent in the Town of Mount Pleasant and 31.1 percent in Westchester County overall (Chart 13).

Housing

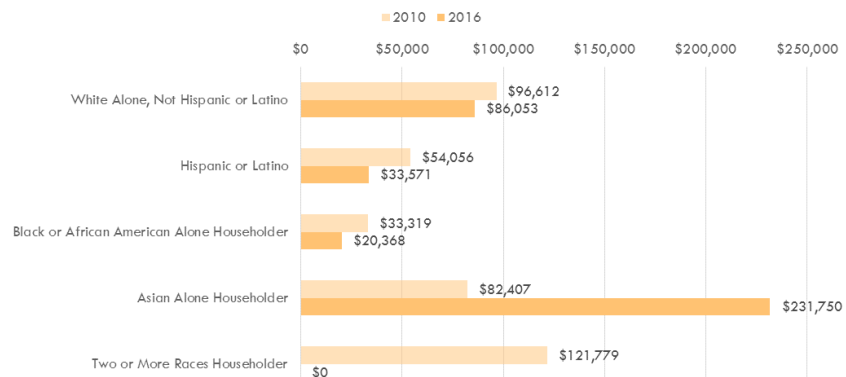
Housing Units

The Village of Sleepy Hollow had 3,793 housing units as of 2016. Compared with surrounding municipalities, it has the smallest share of single-family housing (29.9%), and the greatest share of structures with 5-9 or 10 or more units (12.1% and 17.1%, respectively, Chart 14). The greatest number of multi-family units are located in the Downtown.

While the greatest share of Sleepy Hollow's housing stock (48.1%) was built before 1940, the Village has a larger share of newly constructed units than any of the surrounding areas, with 16.1 percent of units built since 2000 (Chart 15). More than half of these new units are located at Kendal-on-Hudson. Ichabod's Landing and the River House are also newer multi-family developments that account for these units built since 2000.

The majority of recently constructed housing is located in new multi-family developments. These are located near the Tarrytown border on the southern waterfront of the Village (Ichabod's Landing and the River House) and in the northern part of the Village adjacent to Phelps Hospital (Kendal-on-Hudson).

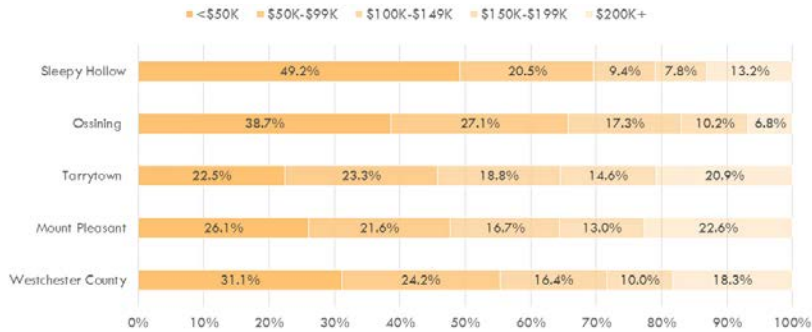
Chart 12: Median Household Income by Race and Ethnicity, Sleepy Hollow, 2010-2016 (not adjusted for inflation)



Source: US Decennial Censuses, 2010 and 2016 5-Year American Community Survey

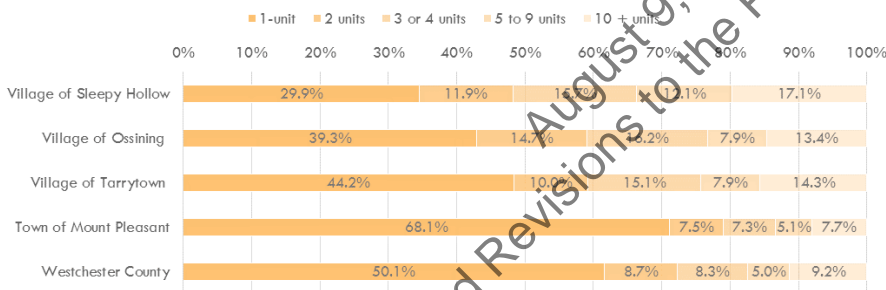
*Median Household Income for Two or more Races Householder information in 2016 is not available.

Chart 13: Distribution of Annual Household Income, Sleepy Hollow and Nearby Communities, 2016 (not adjusted for inflation).



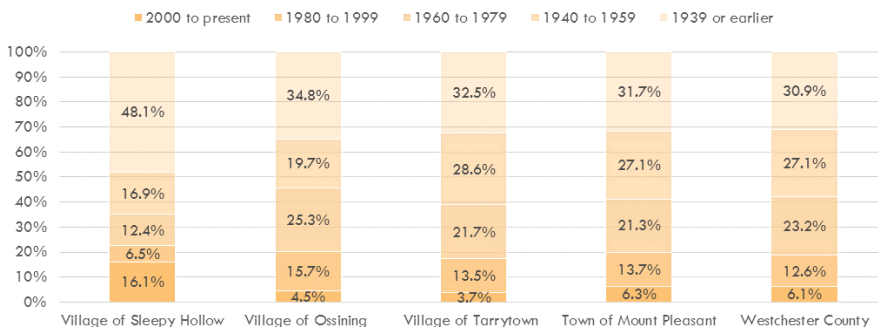
Source: US Census Bureau, ACS 2016 5-Year Estimates

Chart 14: Units in Structure, Sleepy Hollow and Nearby Communities, 2016



Source: US Census Bureau, ACS 2012-2016 5-Year Estimates

Chart 15: Share of Housing Units by Year Built, Sleepy Hollow and Nearby Communities, 2016



Source: US Census Bureau, ACS 2016 5-Year Estimate

Housing Occupancy and Tenure

Ownership rates have remained stable since 2000, at between 36 percent and 37 percent of total occupied households. Seniors occupied 32.5 percent of homeowner units in 2016, up slightly from 30.2 percent of units in 2000 (Table 4).

With 63.1 percent of households in rental housing in Sleepy Hollow in 2016, the distribution of owner and rental households has remained unchanged in recent years as other communities in the region have experienced an increase in rental housing (Table 5). While the Village has greater shares of rental housing than surrounding municipalities, the very low vacancy rate indicates a housing shortage in the Village. Although the Edge-on-Hudson development will add substantially to Sleepy Hollow's housing inventory, the predominately high-end condo units are unlikely to resolve the housing shortage facing the Village's current low- and moderate-income population.

Approximately 9 percent of rental units (206) in Sleepy Hollow are considered overcrowded. This is less than Ossining and Mount Pleasant (19.2%, 9.4%, respectively), but higher than Westchester County (8.9%) and Tarrytown (2.8%). Block Groups 1, 2 and 4 of Census Tract 116, all located in the Downtown, suffer the most from overcrowding as compared with Tract 116, Block Group 3, with the greatest share of newly constructed housing, which tends to be market-rate and higher-end.

August 9, 2019
Proposed Revisions to the Public Hearing Draft

Table 4: Tenure and Occupancy of Housing Units, Sleepy Hollow, 2000-2016

	2000	2010	2016
Housing Units	3,253	3,378	3,793
Occupied	3,181	3,243	3,672
Owner	1,174	1,161	1,355
Renter	2,007	2,082	2,317
Ownership Rate	36.9%	35.8%	36.9%
Vacancy Rate	2.2%	4.0%	3.2%

Source: US Census Bureau, 2000 Summary File 3, ACS 2010 and -2016 5-Year Estimates

Table 5: Owner, Renter, and Vacant Housing Status, Sleepy Hollow and Nearby Communities, 2000-2016

Housing Occupancy Characteristics		Sleepy Hollow	Village of Ossining	Tarrytown	Mount Pleasant	Westchester County
2000	Owner-occupied	36.9%	52.0%	52.4%	72.0%	60.1%
	Renter-occupied	63.1%	48.0%	47.6%	28.0%	39.9%
	Vacant housing units	2.2%	3.4%	3.3%	1.8%	3.5%
2012	Owner-occupied	35.8%	55.7%	53.2%	70.6%	62.7%
	Renter-occupied	64.2%	44.3%	46.8%	29.4%	37.3%
	Vacant housing units	4.0%	6.8%	4.4%	2.4%	6.2%
2016	Owner-occupied	36.9%	48.6%	62.1%	69.2%	61.4%
	Renter-occupied	63.1%	51.4%	37.9%	30.8%	38.6%
	Vacant housing units	3.2%	8.3%	5.9%	4.4%	7.6%

Source: US Census Bureau, 2000 Summary File 3, ACS 2010 and -2016 5-Year Estimates

Table 6: Renter Occupants per Room in the Village of Sleepy Hollow, 2016

	Total Renter Occupied	.50 or less Occupants per Room	.51 to 1 Occupants per Room	1+ Occupants per Room	Share of Total: 1+ Occupants per Room
Block Group 1, Census Tract 116	437	176	209	52	11.9%
Block Group 2, Census Tract 116	588	157	358	73	12.4%
Block Group 3, Census Tract 116	658	461	169	28	4.3%
Block Group 4, Census Tract 116	353	158	142	53	15.0%
Block Group 1, Census Tract 117	229	137	92	0	0.0%
Block Group 2, Census Tract 117	22	9	13	0	0.0%
Total	2,287	1,098	983	206	9.0%

Source: US Census Bureau, ACS 2012-2016 5-Year Estimates

Housing Value and Costs

In 2016, the median value of homeowner units was \$595,800 in Sleepy Hollow, greater than any of the surrounding communities other than Mount Pleasant at \$614,500 (Chart 16).

Median gross rent (including monthly rent and utility expenses) increased by 53.3 percent in Sleepy Hollow (from \$904 to \$1,386) over the period from 1999 to 2016 (+53.3 %). Adjusted for inflation, gross rent increased by just 6.4 percent, whereas greater inflation-adjusted increases occurred in the surrounding municipalities (Table 7).

In 2010, the median rent at \$1,243 was slightly less than what was considered affordable to median income renters (\$1,252). By 2016 however, a household with the renter median income of \$36,554 can only afford to pay \$914 per month—more than \$400 less than the median rent. If the decrease in household income seen in 2016 is only a short-term problem, then the current housing price points are appropriate. If the decrease in incomes is a continuing trend, Sleepy Hollow will require more housing at lower price points to meet the needs of current residents.

In 2016, 48.8 percent of homeowners and 57 percent of renters pay more than 30 percent of household income on housing costs in Sleepy Hollow. These households are considered housing cost-burdened. These rates are similar to those in Ossining, and greater than the share in Tarrytown, Mount Pleasant, and all of Westchester County (Chart 17).

Some of the cost-burdened households are seniors on fixed incomes, while a small share are in subsidized housing. According to HUD, Housing Choice Vouchers (Section 8) are concentrated entirely in Census Tract 11 in the southeast area of Sleepy Hollow west of Broadway and south of Devries Avenue. All 171 vouchers received

Table 7: Unadjusted and Adjusted Median Gross Rent, Sleepy Hollow and Nearby Communities, 1999-2016

	Unadjusted				2016 Constant\$			
	1999	2010	2016	% Change (1999-2016)	1999	2010	2016	% Change (1999-2016)
Sleepy Hollow	\$904	\$1,243	\$1,386	53%	\$1,302	\$1,368	\$1,386	6%
Village of Ossining	\$850	\$1,288	\$1,450	71%	\$1,225	\$1,418	\$1,450	18%
Tarrytown	\$960	\$1,302	\$1,570	64%	\$1,383	\$1,433	\$1,570	14%
Mount Pleasant	\$943	\$1,375	\$1,454	54%	\$1,359	\$1,513	\$1,454	7%
Westchester County	\$839	\$1,203	\$1,394	66%	\$1,209	\$1,324	\$1,394	15%

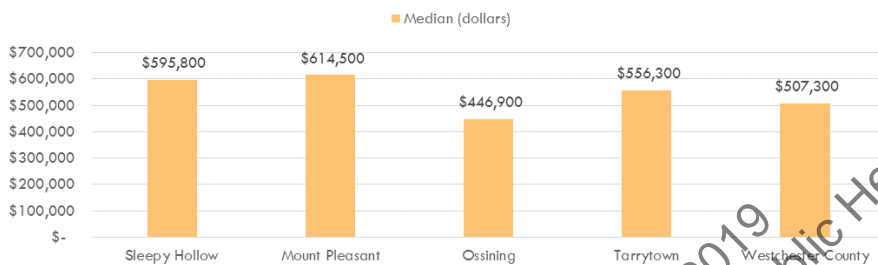
Source: US Census Bureau, ACS 2012-2016 5-Year Estimates

¹ Households spending 30 percent or more of their income on housing costs are considered housing cost-burdened.

by tenants in Sleepy Hollow reside at two buildings: College Arms Apartments at 100 College Ave (164 units) and 79 College Ave (7 units)(Figure 5).

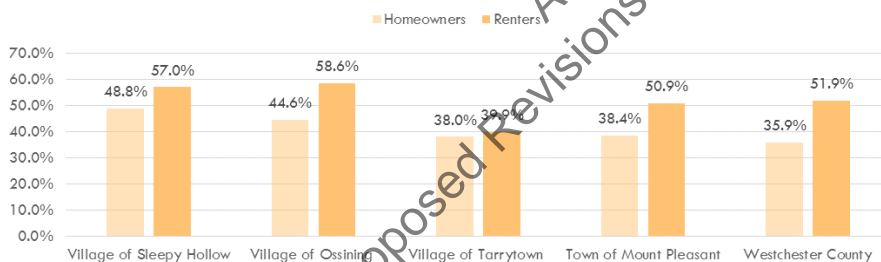
The U.S. Department of Housing and Urban Development's (HUD) Location Affordability Index provides estimates of the percentage of a typical family's income dedicated to the combined cost of housing and transportation in a given location, taking into consideration auto ownership, transit use and housing costs. The typical household in Sleepy Hollow spends 56.0 percent of income on such costs, similar to the Village of Ossining but six percentage points less than households in

Chart 16: Median Home Value, Sleepy Hollow and Nearby Communities, 2016



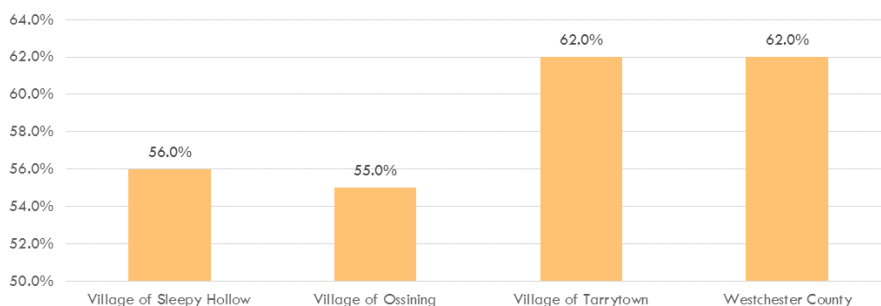
Source: US Census Bureau, ACS 2012-2016 5-Year Estimates

Chart 17: Share of Households Spending >30% of Income on Housing by Tenure, Sleepy Hollow and Nearby Communities, 2016



Source: US Census Bureau, ACS 2012-2016 5-Year Estimates

Chart 18: Housing + Transportation Costs Share of Total Household Income for Typical Household, Sleepy Hollow and Nearby Communities



Source: HUD Location Affordability Index v 2.0, 2018

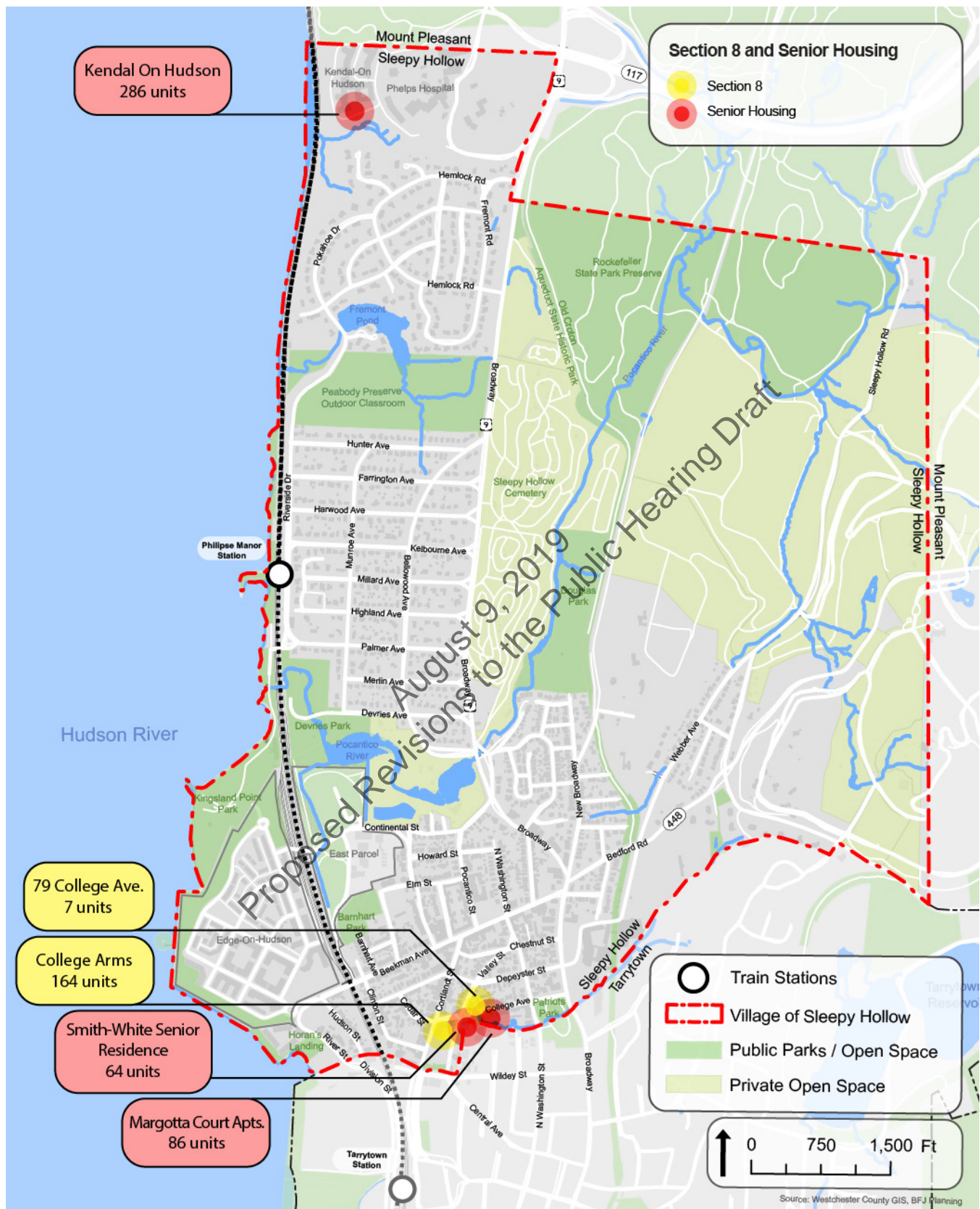


Figure 5: Locations of Section 8 and Senior Housing

both the Village of Tarrytown and Westchester County (Chart 18). According to HUD, Sleepy Hollow spends less on transportation costs than Westchester County and Tarrytown due to lower rates of automobile ownership, fewer transit trips, higher residential density and a more compact neighborhood design. These factors contribute to a slightly lesser share of income spent on housing for the typical household in Sleepy Hollow at 18 percent compared with 19 percent in Tarrytown and Westchester County.

Conclusions

- The median age in Sleepy Hollow is increasing, indicating that without new residents the Village would lose economic vitality that comes from the working-age population.
 - The share of the total population under the age of 18 is decreasing; however, school district records indicate the overall number of children enrolled in Sleepy Hollow middle and high schools has increased since 2007.
- Sleepy Hollow outpaces the area in construction of new and multifamily housing, but extremely low vacancy rates indicate demand for more rental housing.
- High percentages of homeowners and renters are paying more than is considered affordable for housing costs; however, declines in household income in the Village since 2010 are a significant contributor to this factor.
 - Overcrowding in existing units supports the demand for more, lower-cost housing.

EXISTING LAND USE, MAJOR DEVELOPMENT PATTERNS, AND ZONING

Currently, connectivity between Sleepy Hollow's neighborhoods and the downtown is limited due to the location of parks, waterways, and roads. This constrains access to the Downtown and waterfront, potentially weakening the downtown economy, and furthering socio-economic divisions. Half of Sleepy Hollow's land is occupied by residential, commercial, mixed-use, or institutional uses. The other half is private or public open space that includes the cemetery, agricultural uses, and public parks. A large proportion of the Village's land area generates little or no tax revenue for the Village. The south of the Village is a compact, fairly dense area of mixed-use, commercial, institutional, and residential uses ranging from single-family homes to large multifamily residential buildings. To the north and east of downtown, there are lower-density single-family neighborhoods, Phelps Memorial Hospital, the Kendal-on-Hudson continuing care residential complex (CCRC) and historic sites. Better connections among these uses could enhance the quality-of-life of residents, improve connections to employment centers, and attract more visitors. As a result of a zoning modification in 1997, today new developments in the southern portion of the village, along the waterfront – 11 River Street, Ichabod's Landing, and Edge-on-Hudson – are completing some of these missing connections (Figure 6).

Residential. Most of Sleepy Hollow's neighborhoods are diverse in terms of housing typologies. Out of the six residential areas, only two – Philipse Manor and Sleepy Hollow Manor – are predominantly single-family neighborhoods. The neighborhoods along the Broadway corridor – Downtown, Webber Park, Briggsville, and the recently built or future developments along the waterfront – are single-, two-, and three-family homes or multifamily residential developments. The most densely populated areas – Downtown and the waterfront – are conveniently located within walking distance of the Tarrytown and Philipse Manor Metro-North Stations. This represents an opportunity for the Village in terms of efficient mobility and access to transportation. In particular, Downtown and the waterfront area should be explored for additional transit-oriented development opportunities. In the northern end of the Village, Kendal-on-Hudson, a 222-unit CCRC, opened in 2005 adjacent to Phelps Memorial Hospital (Figure 7).

Commercial, office and mixed uses in Sleepy Hollow are concentrated along its four main commercial corridors. Beekman Avenue between Broadway and Kendall Avenue concentrates most of the mixed uses in one- to four-story buildings, with retail, restaurants or personal-service uses on the street level and residential uses above. While Cortlandt and Valley Streets are also mixed-use corridors, both have less continuous retail frontages, and businesses that primarily target residents of the immediately surrounding neighborhood. All the aforementioned areas – Beekman, Cortlandt, and Valley – are largely made up of small parcels that rarely allow for on-site parking. By contrast, most of the commercial uses on larger parcels are

located along Broadway, a more auto-oriented corridor where on-site parking is more common. As a result, most of the Village's professional and medical offices are concentrated on Broadway (Figure 8).

Community and Institutional. Most of these uses are scattered along the Beekman, Cortlandt, and Broadway corridors. Sleepy Hollow Middle and High Schools are located on the boundary with Tarrytown, with whom the School District is shared. The Village Hall/Fire Department and Police Department complex, and WL Morse Elementary School are located along Beekman Avenue. Other municipal uses include two other fire houses on Cortlandt and Lawrence Streets, the Ambulance Corps on Andrews Lane, and the Senior Center on Elm Street. Houses of worship in Sleepy Hollow – the Old Dutch Church, St. Teresa of Avila Church, Rock of Salvation Church, the Hindu Temple, Immaculate Conception Church and the Korean Church – are important community assets and are all located in or near the downtown. Phelps Memorial Hospital, with 69 acres and 238 beds, is a valuable institutional use and major employer for Sleepy Hollow and the region (Figure 9).

Sleepy Hollow is also home to four prominent historical and cultural assets, all of which are listed on the National Register of Historic Places. They include Philipsburg Manor and Kykuit, both of which have the added distinction of being designated as National Historic Landmarks, as well as the Old Dutch Church and Sleepy Hollow Cemetery. All but Kykuit—the historic Rockefeller estate—are located along Route 9 north of the downtown. Kykuit is in the eastern park of Sleepy Hollow, with a portion of that site also lying outside the Village boundary in the adjoining Pocantico Hills area of Mount Pleasant. These historical and cultural assets are major factors in Sleepy Hollow's heritage tourism industry, attracting visitors from throughout the region and beyond.

Open Space and Recreation. Sleepy Hollow's open spaces can be divided into New York State and Westchester County parks with a regional audience (Kingsland Point Park and Riverwalk, the Croton Aqueduct Trail, Rockwood Hall Park, and the Rockefeller State Park Reserve), and smaller public parks that serve local neighborhoods (Barnhart Park, Horan's Landing, Margotta Courts, Reverend Sykes Park, Devries Park, Peabody Preserve Outdoor Classroom, Douglas Park and Patriots Park (which is shared with Tarrytown). In addition, private resources such as Sleepy Hollow Cemetery also provide open space to local and regional visitors alike, while school facilities provide active recreational facilities (Figure 10).

Vacant Land. Currently Sleepy Hollow has a number of key vacant sites that are strategic for their size and/or location and potential to spur economic development. The former General Motors plant, located on approximately 95 acres of prime land, had been vacant for the past 23 years, but is now under construction as Edge-on-Hudson, a 67-acre mixed-use development. The 28-acre area to the east of this site, known as the East Parcel, is planned as a combination of active recreational and passive park land as well as the new location of the Village's DPW facility.

Another currently vacant strategic parcel is located on Beekman Avenue between North Washington and Pocantico Streets. This privately-owned parcel represents an opportunity to provide a more continuous streetfront while adding retail space that could host new commercial uses. At the south end of Valley Street, a group of small vacant parcels (formerly an auto dealership) is planned for a Salvation Army facility, but represents an opportunity to provide a gateway welcoming residents and visitors coming from the Tarrytown train station.

Development in the Pipeline. Edge-on-Hudson is the largest development to be constructed in Sleepy Hollow and the surrounding region in many years. The development master plan, valued at over \$1 billion, is expected to consist of 1,177 residential units, townhomes, and apartments; a 140-room hotel; 135,000 square feet of retail space; and 30,000 square feet of office space. The project also includes over 16 acres of parks, and extension of the Riverwalk Trail into Kingsland Point Park. The first phase to be constructed covers around 24 acres and will include 306 residential units (40 affordable senior housing units, 148 rental units - of which 21 will be workforce housing - 46 condominium units, and 72 townhouse units). On the other side of the railroad tracks, the **East Parcel** concept plan **for Sleepy Hollow Common** includes a new park, recreational and entertainment complex, as well as a new site for the Department of Public Works (DPW). **In part, the special permit for redevelopment of the former General Motors site mandates that "the uses and site plan configuration proposed near the Project's entrances are compatible with surrounding development, and the Project will also involve the donation of approximately 20 acres on the East Parcel (not including approximately 8 acres identified to be for the benefit of Historic Hudson Valley for the enhancement of the Philipsburg Manor Upper Mill Historic Site)."**

As of the end of 2018, Edge-on-Hudson has begun roadway construction in preparation to begin phase 1 of building development. This phase is located in an area just west of the train tracks, on the north east-side of the parcel. This phase will consist of a street connecting Beekman Avenue and River Street with two rows of housing units on each sides of the street. The following phases include more housing units, as well as a hotel, retail space, offices, and amenities. The chronological sequence of their construction is not yet determined.

Zoning

The zoning code of Sleepy Hollow currently concentrates density and mix of uses in the Downtown area, gradually decreasing toward the northern and eastern portions of the Village. With a few exceptions – two multiple-residence districts, a hospital district, the Central Commercial district, and the public parking zone – the allowed building height across the Village districts is 35 feet. The four districts that allow commercial uses are located downtown and in the riverfront development district (Figure 11).

In total, Sleepy Hollow has 15 zoning classifications, including four one-family residential districts (R-1, R-2, R-2A, R-3), two one- and two-family districts (R-4, R-4A), two multiple-residence districts (R-5 and R-6), a hospital district (H), a cemetery area (CEM), two commercial districts (C-1 and C-2), a parks designation (P), public parking area (PP), a riverfront development district (RF), and a southern riverfront development overlay district (SRF).

The riverfront development and overlay districts were adopted in 1997, one year after the closure of the GM Plant. The purpose of these districts was to promote positive development and revitalization of the waterfront area, including providing public access to the river. The riverfront development district has a minimum lot size of 20 acres, maximum height limits that vary depending on proximity to the Hudson River and Metro-North, and various provisions for building coverage, floor area ratio (FAR), and impervious coverage. The southern riverfront development overlay district keeps most of the characteristics of the riverfront development district, but it was designed to address the needs of the smaller lots to the south of the GM Plant site. The riverfront development district set the framework for Edge-on-Hudson and the southern riverfront development overlay district set the framework for the Ichabod's Landing and River House developments.

The land use and zoning of Sleepy Hollow are generally consistent with each other. However, in the south of the Village, there are two key areas of mismatch: along Hudson Street in the R-4A Residence/Commercial-One and Two Family district, and along lower Beekman Avenue and Clinton Street in the C-2 Central Commercial district. Except for a few cases, the parcels along these streets currently have residential uses only. Changing the zoning of those parcels from commercial to residential would serve to concentrate and consolidate commercial uses along upper Beekman Avenue, and Cortlandt Street, and Valley Street.

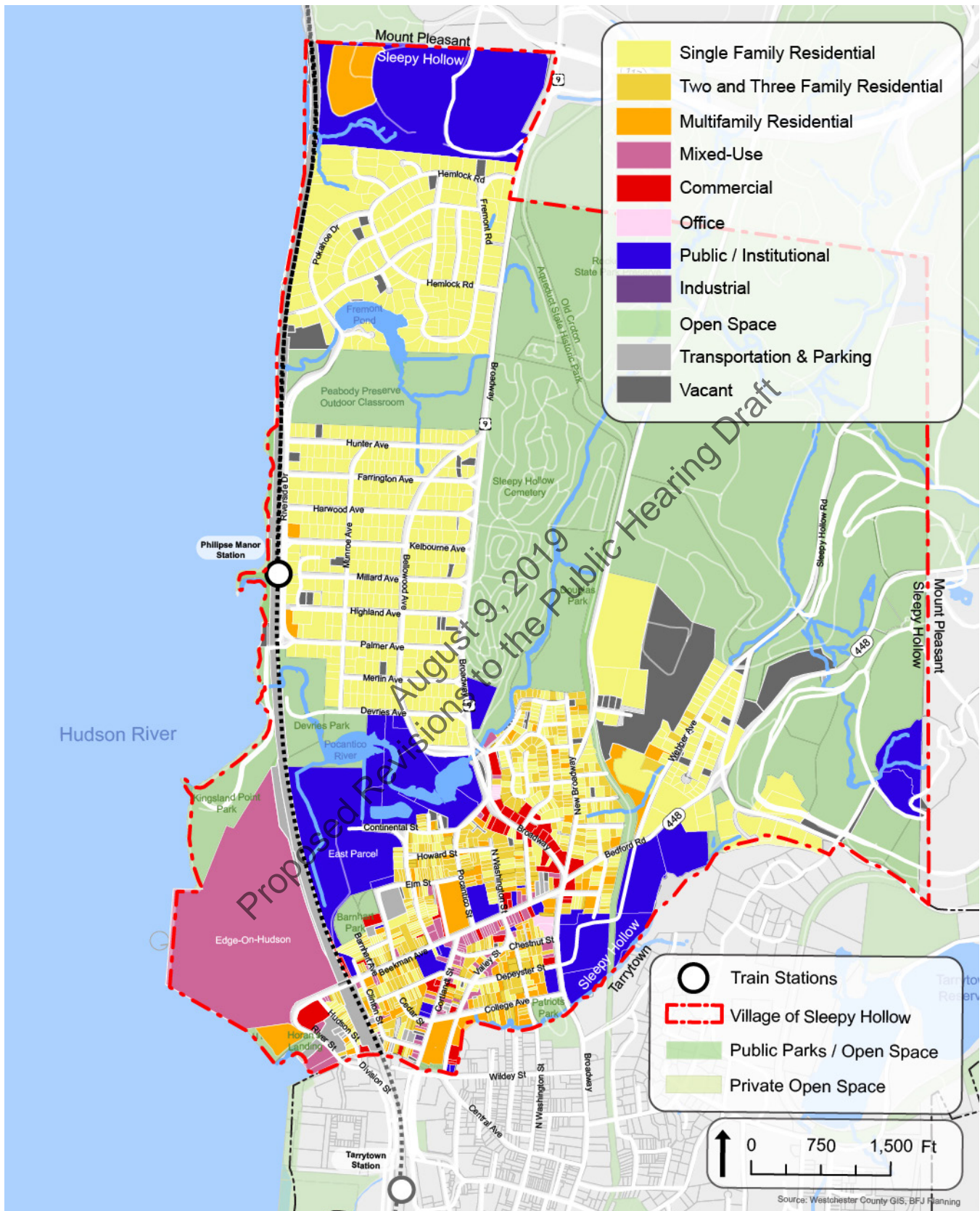


Figure 6: Land Use

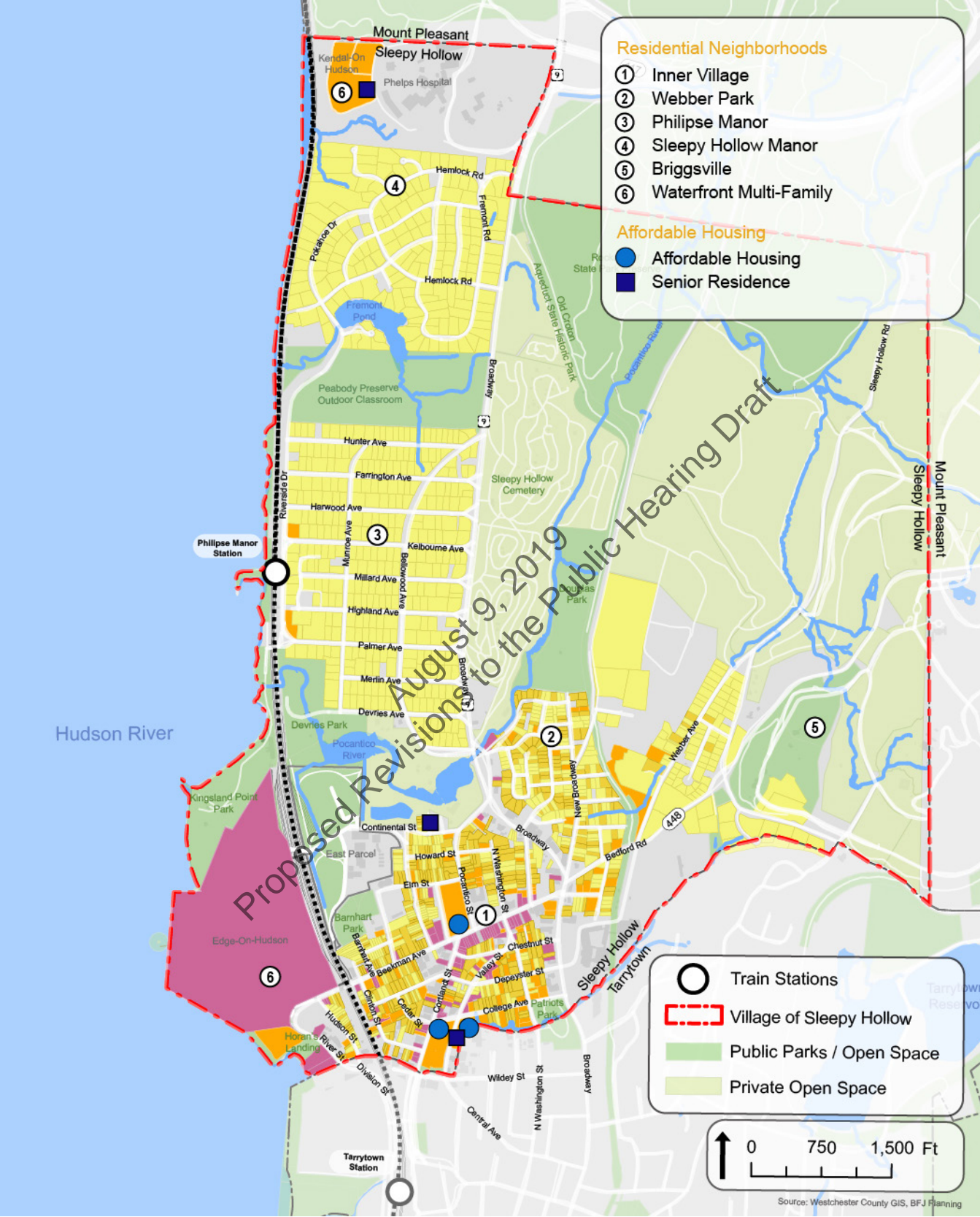


Figure 7: Neighborhood Location Map

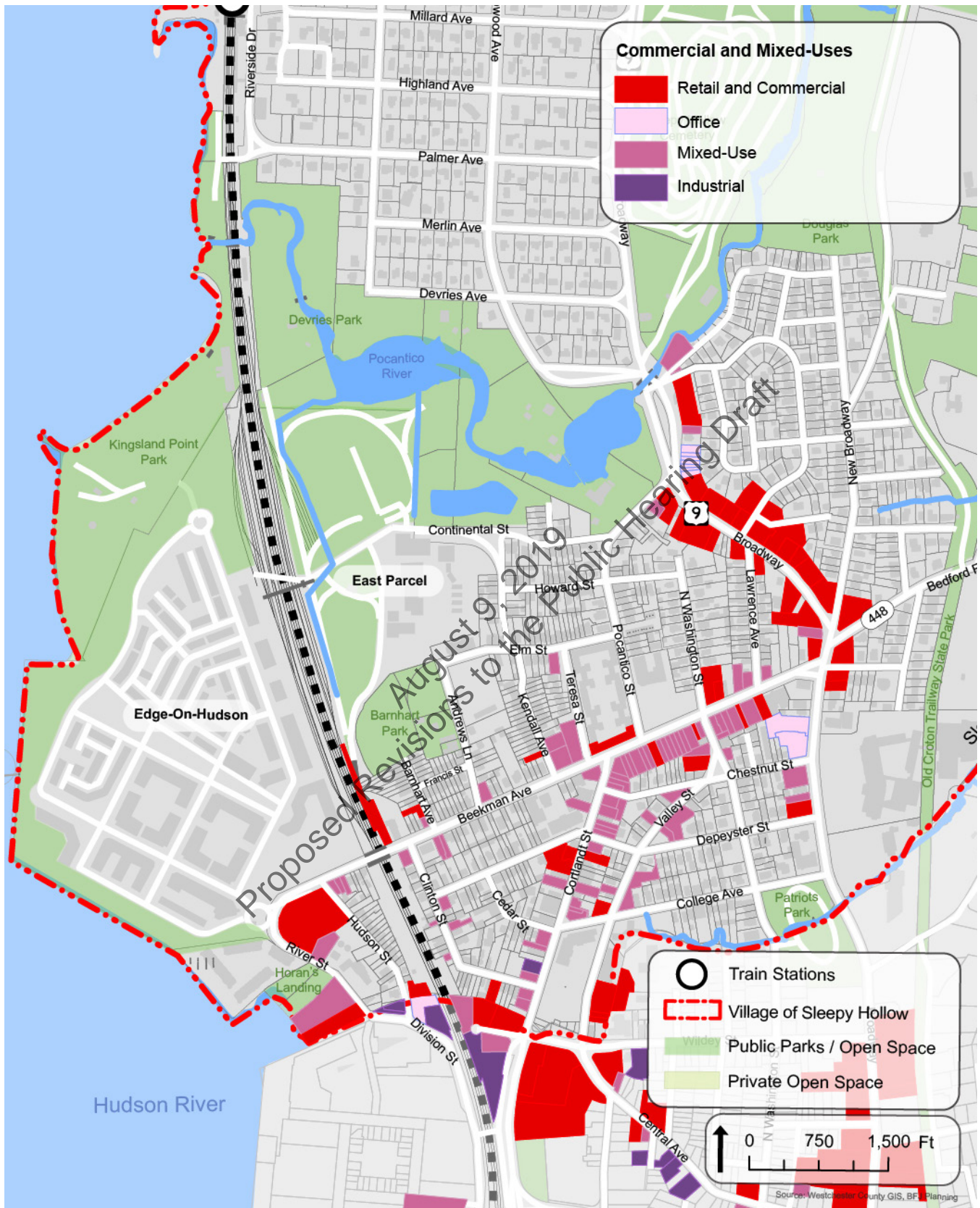


Figure 8: Downtown Commercial, Office and Mixed-Uses Map



Figure 9: Community Assets



Figure 10: Parks and Open Space

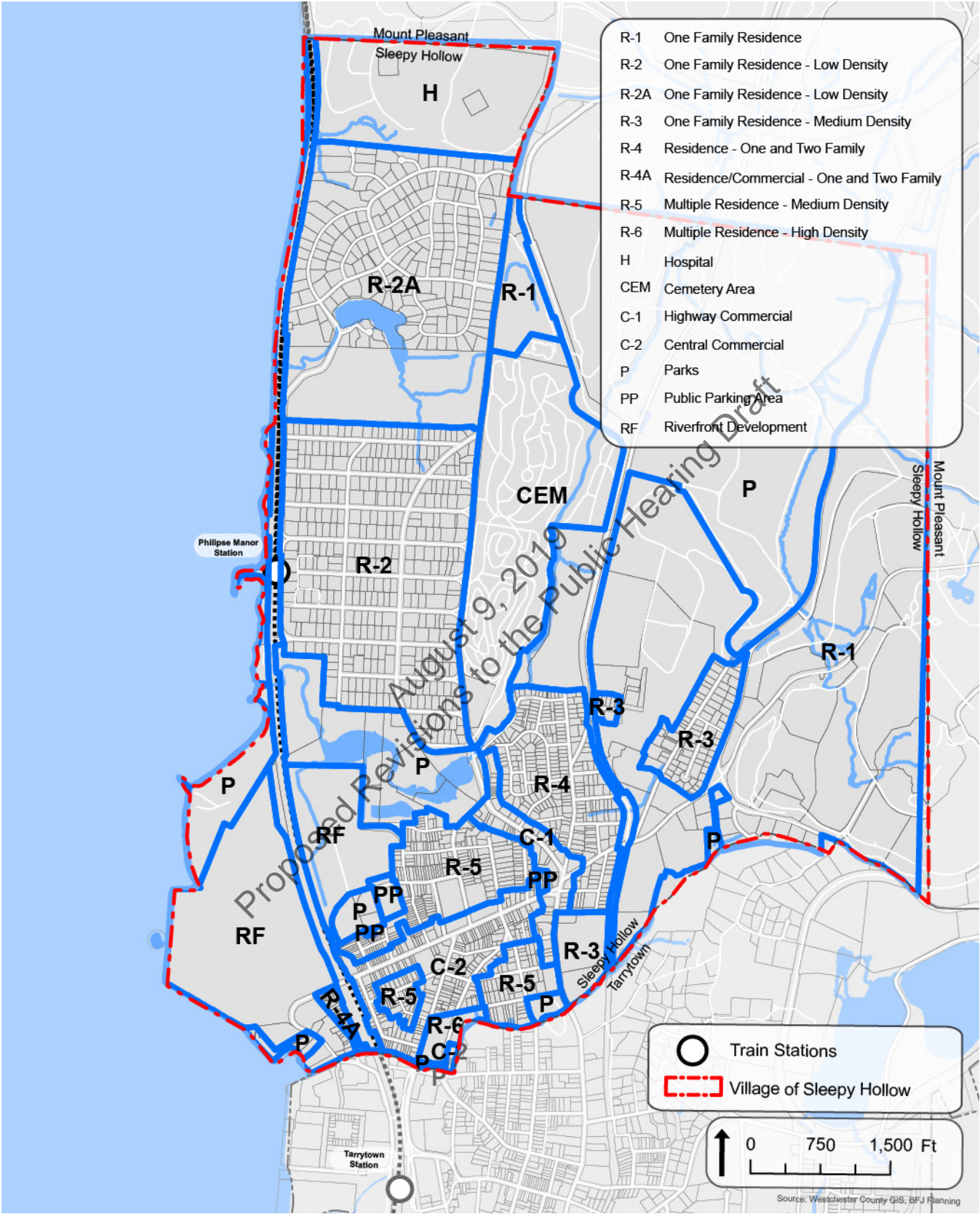


Figure 11: Zoning Map

ECONOMIC AND FISCAL OVERVIEW

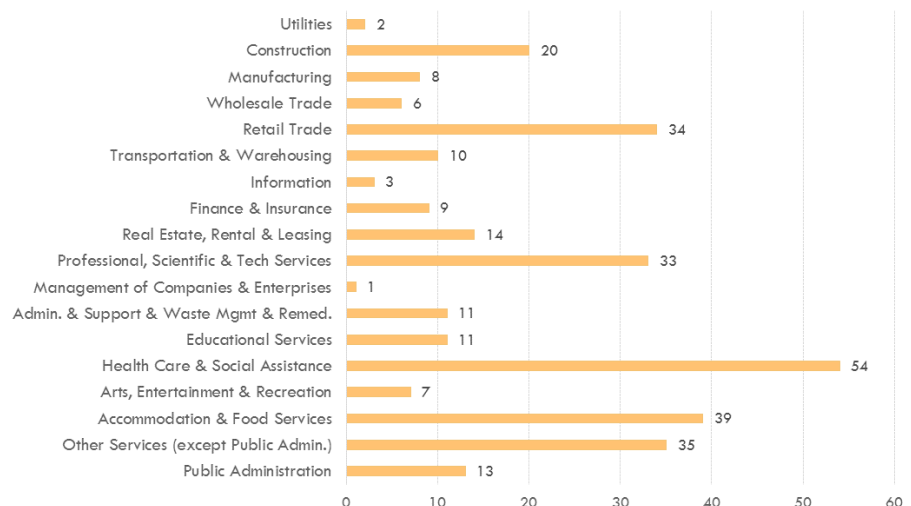
Sleepy Hollow has a relatively small local economy with 310 businesses and 3,264 workers employed in the Village. In recent years, job growth has been strongest in the health care sector driven by increased employment at Phelps Hospital, a tax-exempt non-profit organization where the majority of Sleepy Hollow workers are employed. The Village's tax rates are competitive with surrounding villages including Ardsley, Irvington, Elmsford, Tarrytown, Pleasantville and Dobbs Ferry but remain somewhat high compared with the County as a whole, possibly due to the large share (34.2%) of tax exempt properties including some of Sleepy Hollow's largest employers.

Business Mix

According to ESRI and InfoGroup, Sleepy Hollow's 310 businesses are primarily concentrated in service industries while just 28 firms (9%) are in goods production industries including construction and manufacturing. Among services firms, there are 40 firms (12.9%) in retail and wholesale trade industry sectors, as well as 12 firms (3.9%) in utilities, transportation and warehousing industries, 3 firms in the information sector (1%), 23 firms in financial activities industries (7.4%), 45 firms in professional and business services industries (14.5%), 65 firms in education and health services industries (21%), 46 firms in leisure and hospitality industries (14.8%), 35 firms in the other services industry (11.3%), and 13 in the public administration industry (4.2%).

Anchored by Phelps Hospital, the largest concentration of firms by individual industry sector is health care and social assistance with 54 firms (17.4% of total firms) (Chart 19). Other sizeable sectors include retail trade (34 firms); professional,

Chart 19: Sleepy Hollow Businesses by Industry Sector, 2018



Source: ESRI & InfoGroup, 2018

scientific and technical services (33 firms); accommodations and food services (39 firms); and other services, which includes repair/maintenance, personal/laundry services, and religious/grant making/civic/professional organizations (35 firms).

Largest Employers

As of 2018, Sleepy Hollow's eight largest employers account for 2,376 workers, which is 72.8 percent of all local jobs. Phelps Memorial Hospital remains the largest employer in Sleepy Hollow by a large margin, with 1,770 staff, followed by Kendal-on-Hudson, Sleepy Hollow High School, and W. L. Morse School (Table 8). Phelps Memorial Hospital is likely the fourth largest employer in the County after Westchester Medical Center, Regeneron Pharmaceuticals, and Northern Westchester Hospital.

Employment

From 2005 to 2015, Sleepy Hollow added 496 workers (+17.9%), primarily due to job gains in the health care and social services sector (+417 workers or +26.3%) as Westchester County and Tarrytown added 15,719 workers (+2.4%).² Over this period, Sleepy Hollow's percentage job growth was stronger than surrounding municipalities including Mount Pleasant (-696 workers or -2.1%), Tarrytown (+1,060 workers or +14.9%), and the Village of Ossining (-917 workers or -12.8%).

Over the short-term from 2010 to 2015, job growth was similarly strong in Sleepy Hollow with a gain of 366 jobs (+12.6%), largely in health care and social assistance, far exceeding the moderate job growth in the County as a whole (+15,719 or +4.0%).

Sleepy Hollow has experienced robust job growth in recent years. Since 2005, job gains have been strongest in the health care and social assistance sector (+417), followed by arts, entertainment and recreation (+82); real estate (+80); accommodation and food services (+42); and transportation and warehousing (+34). A small number of jobs were lost in public administration (-55); management of companies and enterprises (-41); and educational services (-33).

Employment gains in the health care and arts, entertainment and recreation sectors follow regional trends reflecting the region's aging population in the demand for health care services as well as increased tourism spending in the County.

² The QCEW data referenced in the draft of this report was received, but had too many data suppressions (for confidentiality) to be meaningful.

Local Job Holders

Sleepy Hollow's cluster of health care and social services jobs are concentrated primarily at the Phelps Hospital campus on North Broadway, while the majority of jobs in all other industry sectors are located on Beekman Avenue and surrounding cross-streets (Figure 10). Although just beyond Sleepy Hollow's municipal border, several hundred Regeneron workers are located at the former New York Life office campus at One Rockwood Road. Both workers in the vicinity of the Phelps Hospital campus and One Rockwood Road rely on bus networks to travel from local MetroNorth Stations; the local 13 Bee-Line bus has a stop at Phelps Hospital, which is also accessible to workers at Kendal on Hudson while Regeneron operates a private shuttle bus with access to the Tarrytown and White Plains MetroNorth stations.

Transit demand will continue to increase in this area, as, according to the Lighthouse Landing Capital's Draft Environmental Impact Statement, Edge-on-Hudson will bring 1,291 temporary construction jobs as well as 584 additional permanent commercial jobs to Sleepy Hollow.

As of 2015, 76.1 percent of workers in Sleepy Hollow were White, followed by 14.3 percent who were Black or African-American and 7.5 percent who were Asian (Chart 20). Approximately 24.1 percent of local jobs are held by workers who are ethnically Hispanic or Latino (of any Race).

Following overall demographic trends, local job holders are aging, increasingly so since 2012 (Chart 22). The share of workers age 55 and older has increased by more than 10 percentage points in only 13 years, while the share of new workers, under the age of 30 has moderately declined (-3.0 percentage points). While this may reflect the trend of people remaining in the labor force longer, it also indicates that the supply of new workers will not be able to keep up with the demand for replacement.

Annual average wages for private-sector workers employed in Sleepy Hollow averaged \$62,977 in 2017 (Table 11). They ranged from a low of \$23,318 in the Accommodation and Food Services sector to as high as \$73,295 in the Professional and Technical Services sector. When compared to housing costs, it is seen that the average wage local worker in several industry sectors including construction, accommodation and food services and other services are housing cost-burdened in Sleepy Hollow without multiple incomes per household. Further, the average wage worker across all industry sectors, even high wage industries, cannot afford monthly mortgage payments to own the median priced home in the Village.

Financial experts generally advise that homeowners not spend more than 28% of gross income on home mortgage expenses. The median home value in Sleepy Hollow totaled eight times the annual wage of private sector workers in Sleepy Hollow. Monthly mortgage payments for homes priced at the median value are

Table 8: Largest Employers in Sleepy Hollow, 2018

Business Name	Type	Location Workers
Phelps Hospital – Northwell Health	Hospital	1,770
Kendal on Hudson	Retirement Community	230
Sleepy Hollow High School	Elementary & Secondary School	155
W L Morse School	Elementary & Secondary School	62
Philipsburg Manor	Amusement & Recreation Service	40
Sleepy Hollow Police Department	Police Department	44
Hudson Behavioral Health Management	Counselors & Counseling Service	40
Phelps Child Care Center	Child Day Care Service	35
Total		2,376

Source: A to Z Databases, ESRI & Historic Hudson Valley.

estimated to amount to 80.9% of average annual wages. Average wages for

Table 9: Workers Employed in Sleepy Hollow and Surrounding Areas, 2005-2015

	Workers			Change, 2005-2015		Change, 2010-2015	
	2005	2010	2015	Absolute	Percent	Absolute	Percent
Sleepy Hollow	2,768	2,898	3,264	+496	+17.9%	+366	+12.6%
Mount Pleasant	33,618	33,088	32,922	-696	-2.1%	-166	-0.5%
Tarrytown	7,116	6,388	8,176	+1,060	+14.9%	+1,788	+28.0%
Village of Ossining	7,180	6,441	6,263	-917	-12.8%	-178	-2.8%
Westchester County	397,303	391,122	406,841	+9,538	+2.4%	+15,719	+4.0%

Source: US Census Bureau, LEHD Program, 2005-2015

workers are too low to afford the median home price in Sleepy Hollow across every industry sector. Even among high wage industries such as Health Care and Social Assistance or Professional Services, annual average wages total nearly 70% of annual mortgage expenses for the median home, more than double the share considered affordable. This suggests that households with two workers earning the average wage in high-wage industries in Sleepy Hollow are unlikely to even be approved for home loans at the median home price.

Property managers typically approve applicants for rental housing if annual asking rent totals less than 40% of gross annual income. Annual rent in Sleepy Hollow would require 27.0 percent of wages among private sector workers in Sleepy Hollow compared with just 23.9 percent in Westchester County, a sign of the relatively high housing costs faced by area workers. Area rent exceeds 40% of wages in several industries in Sleepy Hollow including Accommodation and Food Services, (72.8%), and Other Services (72.8%), while rent accounted for less than a quarter of wages

Table 10: Workers Employed in Sleepy Hollow by Industry Sector, 2005-2015

	Workers			Change, 2005-2015	
	2005	2010	2015	Absolute	Percent
Total	2,768	2,898	3,264	+496	+17.9%
Construction	101	108	99	-2	-2.0%
Manufacturing	37	41	43	+6	+16.2%
Wholesale Trade	24	4	11	-13	-54.2%
Retail Trade	36	31	40	+4	+11.1%
Transport. & Warehousing	4	24	38	+34	+850.0%
Information	13	15	4	-9	-69.2%
Finance & Insurance	43	33	26	-17	-39.5%
Real Estate & Rental & Leasing	35	68	115	+80	+228.6%
Professional, Scientific, & Tech. Services	41	42	26	-15	-36.6%
Mgmt of Companies & Enterprises	41	3	0	-41	-100.0%
Admin., Support, Waste Mgmt & Remed.	24	27	27	+3	+12.5%
Educational Services	539	538	506	-33	-6.1%
Health Care & Social Assistance	1,583	1,728	2,000	+417	+26.3%
Arts, Entertainment, & Recreation	1	0	83	+82	+8,200.0%
Accommodation & Food Services	24	58	66	+42	+175.0%
Other Services (excluding Public Admin.)	70	96	83	+13	+18.6%
Public Administration	152	82	97	-55	-36.2%

Source: US Census Bureau, LEHD Program, 2005-2015

in several industries with relatively higher wages such as Professional and Technical Services, (23.2%) and Health Care and Social Assistance (24.1%).

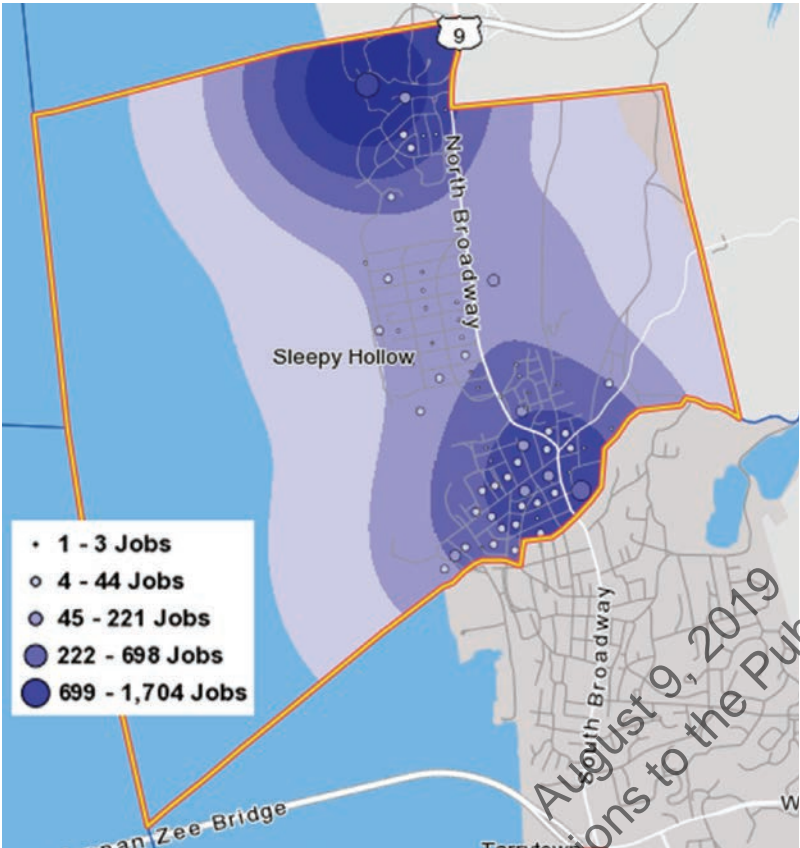
Employed Residents

According to the Census Bureau's LEHD Program, from 2010 to 2015, Sleepy Hollow's resident workforce (Village residents who are employed) increased by just 11 workers (+0.3%) as Westchester County increased its workforce by 4.7 percent.

As of 2015, approximately 32.1 percent of the 3,953 employed residents were ethnically Hispanic or Latino. The disparity between this percentage and the 55.2 percent of local residents overall who identify as Latino hints at an undercounting of the true number of jobs and overall employment in the area.

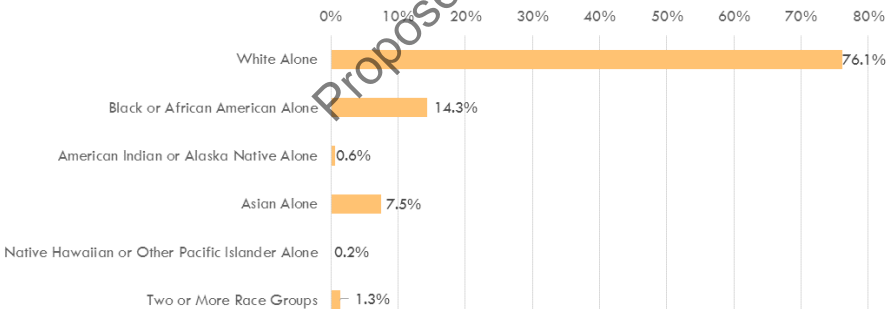
The age of employed residents is increasing as well. The oldest age cohort, those 55 and older, has increased from 15.1% to 23.4% of employed residents between 2002 and 2015. This compounds the potential for a future labor shortage.

Figure 12: Job Locations of Workers Employed in Sleepy Hollow, 2015



Note: Data covers all workers employed during the first and second quarters of the reference year and provides a snapshot of all jobs held on April 1st. As a result, the majority of jobs captured are non-seasonal. Source: US Census Bureau, LEHD Program, 2015.

Chart 20: Race of Local Job Holders, Sleepy Hollow, 2015



Source: US Census Bureau, LEHD Program, 2015.

Journey to Work

Sleepy Hollow is a commuter town with an unrelated industry base: the number of employed Village residents (3,953) outnumbers Village jobs (3,294) by nearly 700. However, among the 3,294 jobs located in Sleepy Hollow in 2015, only 280 of these job holders live in Sleepy Hollow. More local workers reside in New York City (13.2%) than Sleepy Hollow (8.6%).³ Common places of residence of Sleepy Hollow workers included: elsewhere in Westchester County (46.8%), Rockland County (6.8%), New York City (13.2%) including 5.6% from the Bronx, 4.7% from the Village of Tarrytown, the Town of Greenburgh (10.4%), the Town of Ossining (6.8%) and the City of Yonkers (5.3%).

More than half of employed residents work elsewhere in Westchester County (53.6%) and 25.1% work in New York City (including 17.1% in Manhattan). The number of Sleepy Hollow residents working in New York City in total has declined by only 1 percentage point in the last 10 years.

Chart 25 shows the directions that local residents travel to get to work and local workers travel from home. Local residents are most likely to travel south toward NYC for jobs, whereas local workers come from both north and south. Long distance commuters in both categories are likely to use MetroNorth, but then must find their way from the station(s) to the job centers. This pattern of local residents commuting elsewhere and residents from other municipalities working in the Village is common in Westchester County. Some factors driving this pattern could include housing costs

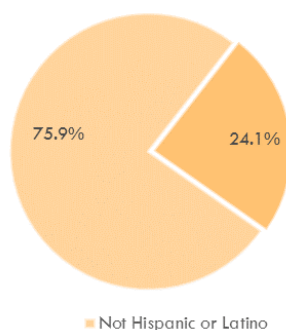
Retail Gaps Analysis

Local residents primarily purchase retail goods and food/drink services outside of Sleepy Hollow. Estimated potential consumer expenditures (local demand) for retail goods and food/drinks is \$185.2 million, but local retail sales are only \$42.0 million. This means that only 1 in every 4 dollars spent by local residents on retail goods and services is spent in Sleepy Hollow.

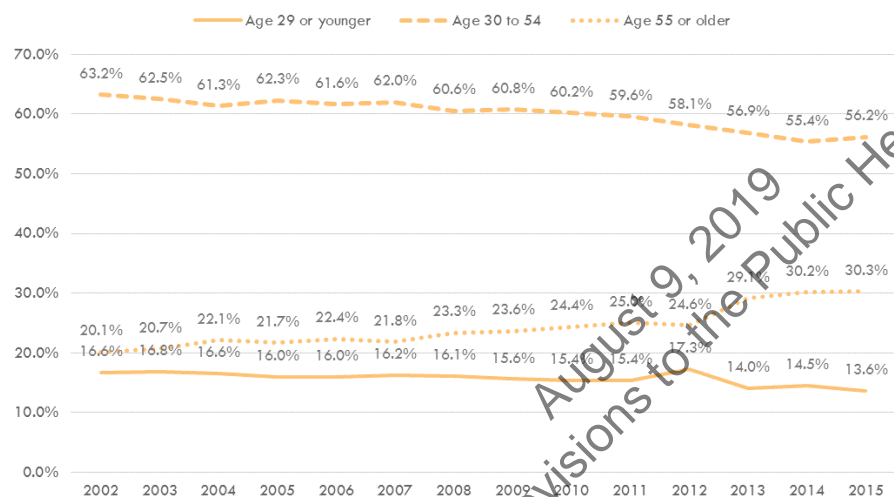
Local demand exceeded local sales in all major and minor business categories, signifying that local households are likely shopping beyond the Village's borders for a major portion of consumer goods purchases of all types. Chart 26 shows the estimated value of goods and services by category that Sleepy Hollow residents are spending outside of the Village.

Clearly, local residents could support a wide range of retail stores and services businesses in Sleepy Hollow. The unmet local demand should be able to support more than 100,000 square feet of retail space in Sleepy Hollow—more than enough to fill vacancies in Downtown. However, competition from local and retail

³ There are several reasons for the extreme commutation rates, one of the most likely being a mismatch between local wages and local residential costs as shown in Table 11. The concentration of jobs primarily in the health care and social assistance industry also contributes to the small share (8.6%) of local workers living in Sleepy Hollow. Similar rates of local employment of resident workers are also present in Tarrytown (6.5%) and Mount Pleasant (9.3%).

Chart 21: Job by Worker Ethnicity of Local Job Holders, Sleepy Hollow, 2015

Source: US Census Bureau, LEHD Program, 2015.

Chart 22: Percentage of Local Job Holders by Age Cohort, 2002-2015

Source: US Census Bureau, LEHD Program, 2015

Table 11: Annual Wages of Workers in Sleepy Hollow by Industry and Relative to Housing Costs

	Annual Average Wage	Median Annual Mortgage Expenses* / Annual Wage	Median Annual Rent / Annual Wage
Total, All Private	\$62,977	80.9%	27.0%
Construction	\$36,486	139.6%	46.6%
Retail Trade	\$46,967	108.4%	36.2%
Real Estate and Rental and Leasing	\$58,276	87.4%	29.1%
Professional and Technical Services	\$73,295	69.5%	23.2%
Administrative and Waste Services	\$48,438	105.1%	35.1%
Health Care and Social Assistance	\$70,533	72.2%	24.1%
Accommodation and Food Services	\$23,318	218.4%	72.8%
Other Services, Ex. Public Admin	\$26,384	193.0%	64.4%

Note: Includes industries with 10+ workers counted in the QCEW data. Some sectors are repressed for reasons of confidentiality.
 (*) Median home value and median annual rent in 2017 dollars. Annual mortgage expenses assume a 20% down payment and include principal payments and average area levels of interest, homeowner's insurance, and property taxes.

Source: USDOL QCEW, 2017 Bankrate.com, & US Census Bureau, ACS 2012-2016 5-Year Estimate.

shopping centers will require careful development of niche retail not easily met elsewhere.

Real Estate Market

Just two commercial properties were listed for sale in Sleepy Hollow as of July 2018, including a restaurant built in 1960 at 3 Beekman Avenue with an asking price of \$433 per square foot and a mixed-use building with ground floor retail space and upper floor residential apartments with an asking price of \$134 per square foot.

According to Cushman & Wakefield, in the first quarter of 2018, the annual average asking rent per square foot for office space was \$28.02 for Class A space and \$27.57 for all classes in the West I-287 market area, which includes Sleepy Hollow. Asking rents were somewhat lower in Sleepy Hollow. As of July 2018, just two commercial properties were available, with asking prices of \$18.96 per square foot for a 10,000 square foot Class C office/retail space at 80 Beekman Ave and \$27.96 per square foot for a 10,000 square foot Class B office/medical space at 239 North Broadway.

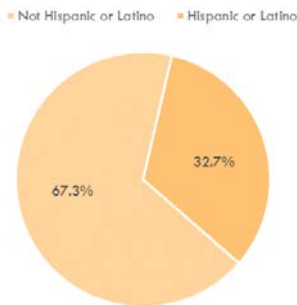
There are certainly more than four vacancies in Downtown Sleepy Hollow currently. While there may be many reasons for the vacancies in Downtown, the fact that the properties are not on the multiple listing services indicates that either the landlord is personally handling the leasing of the property without significant advertising, or the vacant spaces are being left fallow because upper floor occupancy is sufficient to pay the owners' costs.

Property Taxes

Property taxes in Sleepy Hollow are higher than in many of the surrounding areas. As shown in Table 14, the combined (town and village) tax rate is higher in Sleepy Hollow than anywhere in the surrounding area. Further, only Ossining has a Village tax rate that is the same as that in Sleepy Hollow. While an in-depth fiscal analysis has not been performed, it is clear that a contributing reason for the high tax rate in the Village of Sleepy Hollow is the large share of properties that are tax exempt.

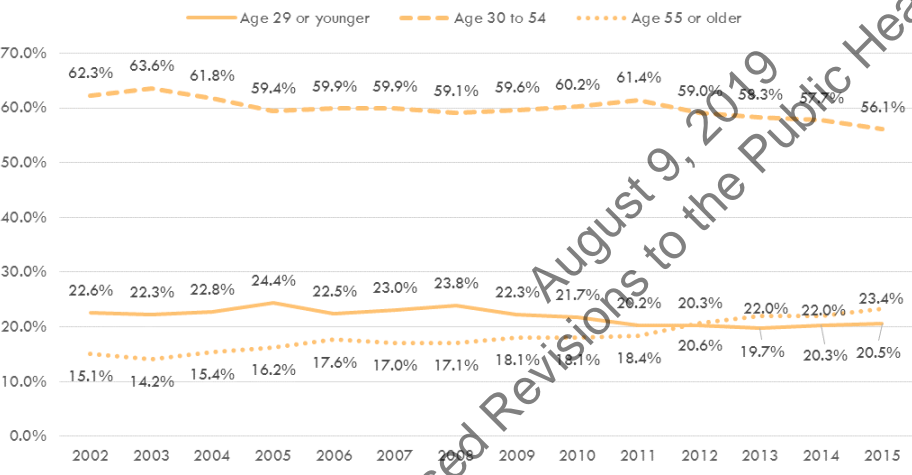
The Village of Sleepy Hollow assesses residential property owners at a lower tax rate (homestead tax) than non-residential property owners (non-homestead tax). According to the Village's 2018 Tax Roll, there are 1,873 parcels in Sleepy Hollow with a market value of \$1.8 billion. Homestead (residential) property is valued at \$965.4 million (52.3% of total) while Non-Homestead (non-residential) property is valued at \$881.5 million (47.7% of total). The Homestead Tax Option is a State Law, passed in 1981, to prevent residential property owners from being overburdened by property taxes. However, local adoption of the homestead tax option is not the norm in New York State. While it remains important to ensure that residential property owners are not overburdened, there is also a concern that

Chart 23: Ethnicity of Employed Residents, Sleepy Hollow, 2015



Source: US Census Bureau, LEHD Program, 2015.

Chart 24: Percentage of Employed Residents by Age Cohort, Sleepy Hollow, 2002-2015



Source: US Census Bureau, LEHD Program, 2015.

Chart 25: Inflow/Outflow Diagram of Sleepy Hollow Residents and Workers



Source: LEHD, 2015

the homestead tax option has created a disincentive for commercial investment, particularly in the Downtown. The Village has considered a revaluation to update tax assessments and evaluate whether the homestead tax option still makes sense in Sleepy Hollow.

The majority of assessed value in the Village is taxable (69.0%) while the remaining 31% is wholly exempt and thus no taxes are collected for such property. This represents a substantial portion of the Village's land area that does not pay property taxes.

The Village contains 279 wholly and partially exempt properties with a market value of \$623.8 million. More than half of the Village's total market value of such property is owned by non-profit organizations (56.1% or \$350.1 million), another 12.9% or \$80.4 million is owned by education service providers.

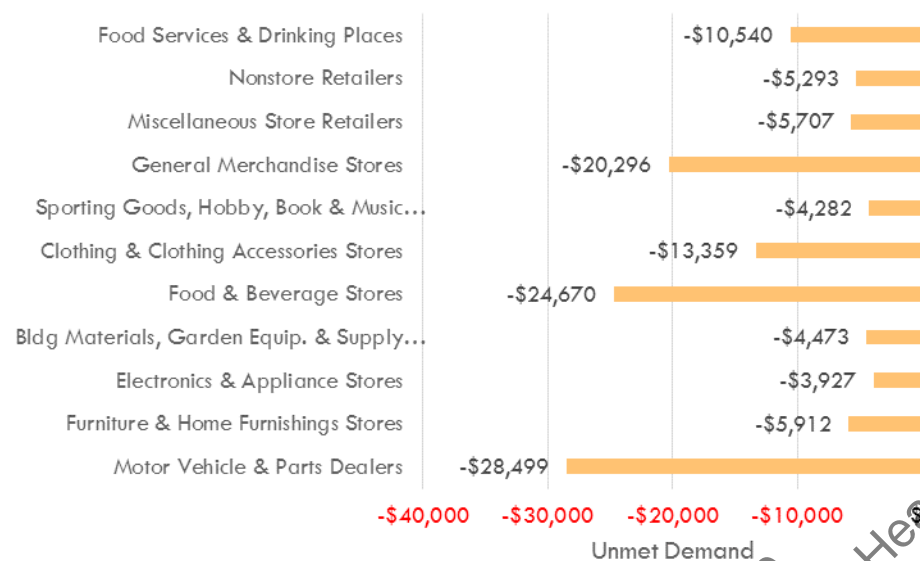
Among non-profit organizations with exemptions, Phelps Memorial Hospital has a total market value of \$221.1 million or 35.4 percent of total exempt market value in the Village. Other major owners with exemptions include the Kendal-on-Hudson retirement community with a market value of \$85.7 million.

It should be noted that many of the largest exempt properties in the Village are also the Village's largest employers and job creation should be taken into account when granting exemptions. However, most local employers do not employ local residents. Future PILOTs should consider local benefit agreements that include local hiring requirements and/or workforce development/apprenticeship programs.

149 housing parcels are wholly or partially exempt, including 98 partially exempt parcels associated with veteran organizations. Religious institutions have the least market value, at only \$2,072,854 in total.

Conclusions

- Only 280 employed Sleepy Hollow residents work in Sleepy Hollow; some 3,700 people leave, while another 3,000 enter Sleepy Hollow for work each day.
 - Many of these commuters travel by rail. Transit options, especially service between MNR stations and employment centers should be enhanced to alleviate traffic problems.
 - Workers at local businesses cannot afford to live in Sleepy Hollow. Continued development of workforce housing is recommended.
- Downtown vacancies are not listed in area multiple listing service postings. This may indicate that local landlords are not actively pursuing new tenants, or are doing so in a limited manner. This implies that attracting new tenants without the intervention of the municipality or other business group will be difficult.

Chart 26: Business Sales Gap by Retail Sub-Sector (\$000s), Sleepy Hollow, 2018

Source: ESRI & InfoGroup, 2018

Table 12: Sleepy Hollow Commercial Listings for Sale by Type, July 2018

Address	Type	Cost	Square Feet	Price Per Square Feet
42 River Street	Mixed Use	\$895,000	6,670	\$134.18
3 Beekman Avenue	Restaurant	\$650,000	1,500	\$433.33

Source: Points2Home, July 25, 2018

Table 13: Sleepy Hollow Commercial Listings for Lease by Type, July 2018

Address	Type	Square Feet	Square Feet / Year
80 Beekman Ave	Office/Retail	10,000	\$18.96
239 N Broadway	Office/Medical	10,000	\$27.96

Source: Loopnet, July 25, 2018

- Official data undercount residents and resident employment, as demonstrated by the relatively small share of Latino employed residents in relation to the overall population. This indicates a great deal more economic activity than is officially shown—so estimates of consumer spending power are lower than reality.
- Only 25 percent of resident expenditures are made within Sleepy Hollow, indicating demand for almost every type of retail enterprise. However, the characteristics of residents, who largely seek out value that can generally only be found at large regional retailers, indicate that the most successful downtown businesses will have to fulfill a niche need that is not met by national chains and discount stores. It is recommended that a full retail study be performed with a downtown development specialist.
- Village tax rates are higher than the surrounding areas, including the other villages within Mount Pleasant. This, to some extent, may be due to the large number of exempt properties. Seven of the ten largest employers in Sleepy Hollow are at least partially property tax exempt, so the value of these entities as employers to local residents should be taken into account.
 - Any future PILQs should consider local benefit agreements that include local hiring requirements and/or workforce development/apprenticeship programs.
 - The Village should also identify currently exempt Village-owned properties that could be redeveloped and returned to the tax rolls.

Table 14: Taxable and Exempt Property by Value, Sleepy Hollow and Nearby Communities, FY 2018-2019				
	Sleepy Hollow	Pleasantville	Ossining	Tarrytown
Combined Muni	13.82	11.05	13.14	11.44
Town Rate per \$1000 FV	2.97	2.97	2.29	3.62
Village Rate per \$1000 FV	10.85	8.08	10.85	7.82
% Exempt	34.2%	14.9%	16.6%	16.1%
Assessed	\$398,016,253	\$133,636,498	\$44,183,100	\$2,398,669,000
Taxable	\$261,763,352	\$113,721,403	\$36,854,740	\$2,011,839,238
Source: New York State Office of Real Property http://orps1.orpts.ny.gov/ctapps/MuniPro/osc/county/oscMunitaxlevy.cfm and Sleepy Hollow, Pleasantville, Ossining, and Tarrytown Assessment Rolls				

Table 15: Taxable and Exempt Property by Value, Sleepy Hollow, FY 2018-2019				
	Parcels	Market Value*	Assessed Value	STAR Taxable Value**
Total Property	1,873	\$1,846,943,169	\$398,016,253	\$261,763,352
Residential (Homestead)	1,464	\$965,399,090	\$208,043,504	\$203,710,214
Commercial (Non-Homestead)	409	\$881,544,079	\$189,972,749	\$58,053,138
Taxable Property	1,721	\$1,273,910,450	\$274,527,702	\$261,763,352
Residential non-exempt (Homestead)	1,446	\$958,742,942	\$206,609,104	\$203,710,214
Commercial non-exempt (Non-Homestead)	267	\$289,068,803	\$62,294,327	\$52,428,867
Special Franchises (Non-Homestead)	1	\$25,929,573	\$5,587,823	\$5,587,823
Utility & R.R. (Non-Homestead)	1	\$169,132	\$36,448	\$36,448
Wholly Exempt	152	\$573,032,719	\$123,488,551	\$0
Homestead (Wholly Exempt)	18	\$6,656,148	\$1,434,400	\$0
Non-Homestead (Wholly Exempt)	134	\$566,376,571	\$122,054,151	\$0
Note: (*) Market value is estimated based on assessed value using an equalization rate of 21.55 percent. (**) School Tax Relief Credit (STAR) is available to residents whose primary residence is in Sleepy Hollow. Basic STAR is available to those whose income is \$500,000 or less while Enhanced STAR is available to residents aged 65 or older with an income of \$86,000 or less.				
Source: Village of Sleepy Hollow, Final Roll, Valued on 1/1/2018				

Table 16: Wholly and Partially Exempt Properties by Type, Sleepy Hollow, FY 2018-2019				
Type	Total Parcels	Taxable Value	Market Value	Share of Total Market Value
Total	279	\$134,436,701	\$623,836,200	100.0%
Non-Profit Organizations	23	\$75,455,592	\$350,141,958	56.1%
Education	13	\$17,337,600	\$80,452,900	12.9%
Other	7	\$10,527,255	\$48,850,371	7.8%
Housing	127	\$9,548,995	\$44,310,882	7.1%
Government	42	\$8,947,875	\$41,521,462	6.7%
Cultural Institutions	19	\$4,855,300	\$22,530,394	3.6%
Transportation	7	\$3,508,184	\$16,279,276	2.6%
County-Owned Land	4	\$2,664,900	\$12,366,125	2.0%
Parks and Recreation	13	\$1,144,300	\$5,309,977	0.9%
Religious Institutions	24	\$446,700	\$2,072,854	0.3%
Source: Village of Sleepy Hollow Assessor's Office, 2018				

August 9, 2019
Proposed Revisions to the Public Hearing Draft

SECTION III: ACTION AREAS

The following Action Areas organize issues that the Comprehensive Plan should address and opportunities that the Village can build upon to achieve the Vision and Goals of the Plan. The issues and opportunities outlined below were developed based on the following inputs:

- Discussions with the Steering Committee
- Meetings with Village staff
- Feedback from public workshops
- Results of the public survey
- Focus group discussions
- Review of previous planning studies, data, and site visits

This section serves as a foundation for developing concrete recommendations to be implemented in the Plan. The discussion that follows provides the policy foundation for Village priorities, capital projects, and potential changes to local laws. This policy discussion and the resulting recommendations should be used as a guide for the Village and the community as a whole in forming the next steps in implementing the Comprehensive Plan. See Section 4: Strategies and Recommendations for specific policy recommendations to address issues and opportunities identified in the 10 Action Areas.

The following 10 Action Areas were developed to identify key priorities that were discussed during the planning process. The goal of this section is to highlight issues that the Village should seek to correct, or opportunities to build upon.

10 Action Areas

Economic Resources

Housing

Land Use and Zoning

Connectivity

Parks and Open Space

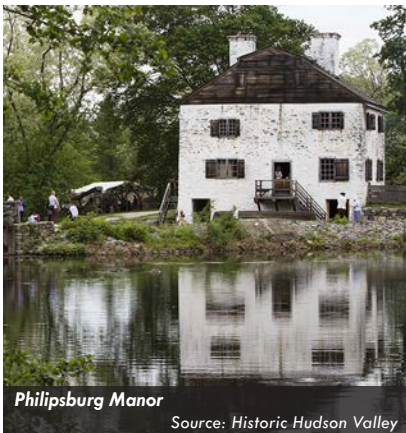
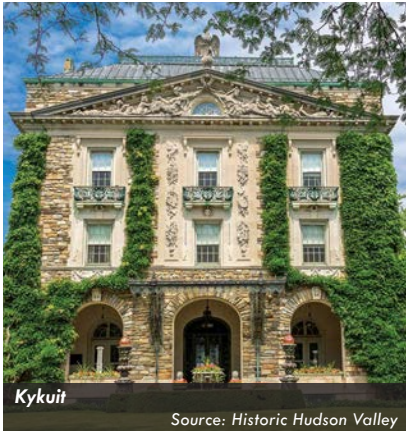
Natural Environment

Sustainability

Community Resources

Municipal Services

*Governance, Communication, and
Transparency*



ECONOMIC RESOURCES

The Village of Sleepy Hollow is in a strong position to capitalize on its existing economic resources and future development in the pipeline. Since the GM Plant closed in 1996, the Village has retained the small-town character of its downtown, but has lacked an anchor to promote ongoing revitalization. In the meantime, the Village has developed a rich international culture that it can build upon in promoting future economic development. While Sleepy Hollow's location in the region makes it well-suited to serve as a commuter Village, with the majority of residents working outside of the Village, there are also opportunities to create new local economic opportunities.

Sleepy Hollow's existing economic resources include a primary commercial corridor on Beekman Avenue, as well as additional commercial uses along Cortlandt Street, Valley Street, and Broadway. The Village also has a future economic resource under construction in the Edge-on-Hudson development. Major employers such as Phelps Memorial Hospital and the Tarrytown Union Free School District provide a stable base of local jobs, but small businesses, particularly in service sectors, are also a critical component of the local economy. Much of Sleepy Hollow's local economic activity is centered around tourism that is supported by historical sites and the Legend of Sleepy Hollow. Key sites include Historic Hudson Valley facilities, such as Philipsburg Manor and Kykuit, and Sleepy Hollow Cemetery, site of Washington Irving's grave.

The Economic Resources Action Area focuses on strengthening the Village's tax base, growing the local economy, creating local job opportunities, and attracting more residents and visitors from the region. Most of Sleepy Hollow's economic resources are related to the downtown, the waterfront, parks and historic sites; as well as to major sources of employment, such as Phelps Memorial Hospital, Kendal-on-Hudson, or Regeneron. This Action Area looks at the services, infrastructure, public transportation, and marketing platforms needed to support the economy of the Village.

1. Strengthen the unique identity of Sleepy Hollow's retail areas to attract more residents and visitors from the region.

Sleepy Hollow has three primary commercial areas: Beekman Avenue, Broadway/Route 9, and Cortlandt Street/Valley Street. In addition, a fourth commercial area is under development along the Hudson River as part of the Edge-on-Hudson project. Each area has unique characteristics that make it attractive for different reasons, serving different functions and populations. Highlighting these unique characteristics and emphasizing their role as commercial nodes in the Village can provide a marketing tool for local business organizations and businesses.

- **Beekman Avenue:** As Sleepy Hollow's primary downtown commercial area, Beekman Avenue should be highlighted as a central attraction for locals and visitors alike. The corridor should remain pedestrian-friendly, and strategies to improve connections to surrounding areas should be emphasized. The Village should review allowable uses to ensure that new entrepreneurs are encouraged to relocate to Sleepy Hollow's downtown core and that ground floor spaces on Upper Beekman Avenue, in particular, are active and customer-oriented. Retail and commercial uses should be concentrated on Upper Beekman Avenue, generally east of Kendall Avenue.
- **Cortlandt Street/Valley Street:** These areas are home to some of Sleepy Hollow's thriving Central and South American restaurants. In addition to improving pedestrian safety and comfort to encourage visitors, the area could also be branded as a vibrant hub of businesses representing the Village's diverse cultures.
- **Broadway/Route 9:** Businesses and development patterns along the Broadway Corridor are more auto-oriented than other parts of Sleepy Hollow. The Village may want to explore the extent to which these patterns should be continued or changed. Even if general development patterns remain the same, improving pedestrian and bicycle safety and comfort, along with aesthetic improvements such as street trees, will create a more multi-use corridor and attract more foot traffic to businesses in this part of the Village.
- The **waterfront commercial areas** to be included in Edge-on-Hudson have not yet taken shape, but their emergence will become an opportunity to draw visitors and residents to the Hudson River waterfront. Connections should be explored from this waterfront area to other Village assets, including parks and other commercial corridors, as well as the Tarrytown train station.

The Village should also market Sleepy Hollow as an attractive and interesting destination for the region. The Village has much to offer, to current residents, potential new residents, and tourists. It is well-known for the Legend of Sleepy Hollow, which serves as a draw for thousands of visitors every fall. In addition, many visitors come for the Village's wealth of historical assets, such as Historic Hudson Valley properties. However, Sleepy Hollow also has other assets that could be further publicized to generate additional year-round economic development. And, as the waterfront at Edge-on-Hudson is completed, Sleepy Hollow will have a substantial stretch of public waterfront walkway, which is in close proximity to the new Mario M. Cuomo Bridge multi-use path, providing easy access for visitors from Rockland County and beyond.

Sleepy Hollow also has a thriving Latin American community. This community's culture is an integral part of the Village, but it could also be viewed as an attraction. Restaurants, bakeries, and shops owned and operated by Latin American residents



Figure 13: Commercial Corridors

could be marketed to Westchester County and the region as a diverse but cohesive cultural experience.

Sleepy Hollow is a popular attraction during the fall season, but also has the resources to draw more visitors throughout the year. The goal should be to provide programming and activities for residents and visitors of all ages, abilities, and economic brackets. The Village could work with local community groups to create new and expand upon existing walking tours, organized programming, and outdoor events in downtown to attract year-round visitors and provide programming for residents. For example, the Historical Society has created a vibrant walking tour program, led by trained experts who provide an accurate and entertaining depiction of Sleepy Hollow's unique historical resources. This would help to highlight Sleepy Hollow as a destination for festivals, food events, and historical assets throughout the year, increasing activities for residents and visitors that generate revenue for local businesses and the Village.

2. Reduce retail vacancies and improve the quality and variety of the retail and restaurant mix in and around the downtown.

Retail vacancies in Sleepy Hollow contribute to a perception that there are relatively few stores and restaurants downtown, and therefore limited reasons to visit. Vacancies are also a drag on tax revenue for the Village, do not attract visitors to spend money in Sleepy Hollow, and lead to residents venturing to surrounding municipalities for amenities. The Downtown is well-suited for small-format retail and commercial uses, such as smaller food stores, retail stores and boutiques, eating and drinking places, and small offices. Beekman Avenue, Cortlandt Street, and Valley Street are home to a variety of longtime neighborhood attractions for locals, as well as some newer restaurants and shops. However, vacant storefronts lead to inconsistent activity on the street. Even some occupied, but inactive storefronts, contribute to a perception that the Downtown has less to offer than it actually does.

Local business owners have identified several potential strategies to reduce downtown retail vacancies. First, removing zoning barriers could encourage entrepreneurs to open new business types, including more experience-based retail and multiple types of business uses within one rentable space. As retail trends change, the Village should respond by ensuring that unanticipated types of businesses are welcomed into the Downtown, as appropriate, to create a more vibrant commercial area. Second, creating a targeted marketing campaign for downtown Sleepy Hollow could help to attract new businesses. There are two active business organizations that represent the area, the Sleepy Hollow Tarrytown Chamber of Commerce and the Sleepy Hollow Merchants Association. Both could be strong conduits for organizing a collective marketing campaign to promote the area. Finally, the Village should develop a strategy to address storefronts that have been kept vacant for long periods of time. This could be achieved in coordination with a marketing campaign, as described above, but may also require some



Inner Village Restaurant



Inner Village Business



Vacant site on Beekman Avenue



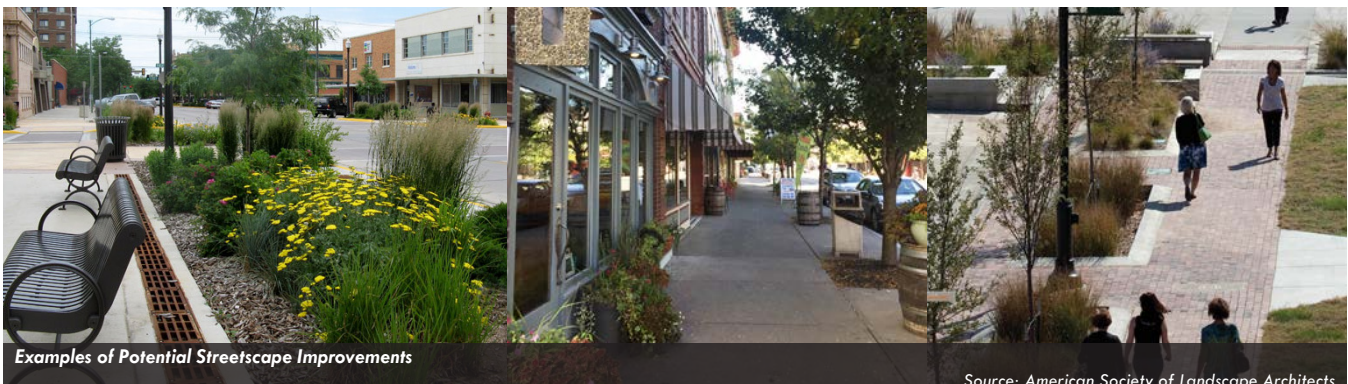
Vacant Retail in the Inner Village

coordination and potential incentives to encourage Downtown property owners to reactivate ground floor spaces.

Throughout the public process of updating the Comprehensive Plan, members of the community consistently talked about different types of businesses they would like to see in downtown Sleepy Hollow. Coffee shops, boutique clothing stores, bookstores, and art galleries were some of the establishments that participants identified as missing in the Village. Attracting specific types of new businesses requires a combination of a strong market, favorable zoning, and, in some cases, a recruitment strategy by local business organizations. Creative strategies by small businesses are especially important in a time when retail trends are making it more difficult for brick-and-mortar shops to stay afloat. However, even within that challenging environment, Sleepy Hollow has a dense population near the downtown and a coming influx of new residents at Edge-on-Hudson. These can both be viewed as assets that can help to support small businesses in downtown. The Village has a direct role in encouraging entrepreneurship by removing barriers in the zoning code that may be preventing new businesses from opening. The local Chamber of Commerce and the Sleepy Hollow Merchants Council can also take a proactive approach to attracting new businesses by marketing the Village in the business community. In some municipalities, this role is taken on by a Business Improvement District (BID), which is another option for Sleepy Hollow.

3. Implement streetscape and façade improvements to make Beekman Avenue, Cortlandt Street, and Valley Street more attractive for residents, visitors, and new businesses.

Streetscape and façade improvements would make Beekman Avenue, Cortlandt Street, and Valley Street more attractive for visitors and new businesses. Sleepy Hollow is a walkable Village, but challenging pedestrian pathways and aging downtown buildings can make it less likely that residents and visitors will walk. However, by emphasizing “placemaking,” the Village can begin to reinvent public spaces to strengthen the connections that residents feel to their community. Placemaking builds on the community’s resources to create a physical, cultural, and social identity based on the desires of the community. Some of the key physical



Examples of Potential Streetscape Improvements

Source: American Society of Landscape Architects

components of placemaking include vibrant commercial areas, public parks and plazas, pocket parks, public art, streetscapes, and other elements of the public realm.

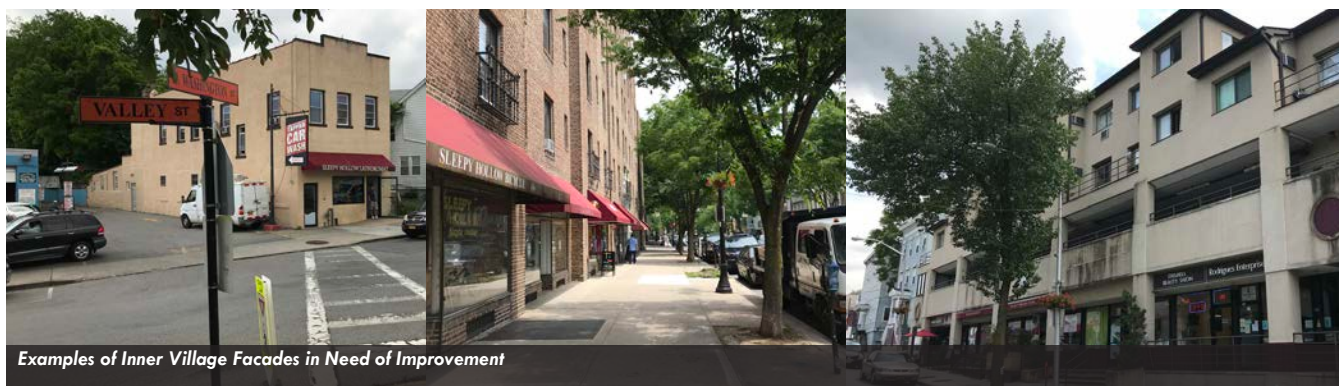
Streetscape improvements to promote more pedestrian activity and improve urban design could include sidewalk improvements, street furniture, tree planting, landscaping, lighting, and bicycle infrastructure. These improvements would increase safety and accessibility, expand pedestrian access, and support beautification efforts to improve the appearance of retail areas.

In addition, many building facades in the downtown area are aging, and upgrades would improve urban design downtown, attracting more visitors and businesses. Building facades are an important part of the pedestrian environment and affect the experience of downtown residents, workers, shoppers, and visitors. One strategy that would complement improved building facades would be increased application or updates to existing design guidelines in Sleepy Hollow.

4. Expand access to local jobs

Sleepy Hollow is typical of many communities in Westchester County in terms of commuting patterns. Many residents commute to other places for work, while most local workers live in other municipalities. However, considering strategies to expand local hiring, especially for low- and moderate-income residents, can help to expand opportunities and reduce transportation costs. The Village could look to work with local employers to encourage local hiring policies that benefit Sleepy Hollow residents. Expansion of local small businesses through filling retail vacancies and making it easier for existing businesses to expand, can also serve to increase local employment.

Expanding access to local jobs should follow a strategy based on matching the types of skills of local residents. A two-pronged strategy that provides job opportunities to Sleepy Hollow's blue collar residents is just as important as exploring opportunities for professional offices that may cater more toward higher-income residents and the new population expected to move in as Edge-on-Hudson is completed.



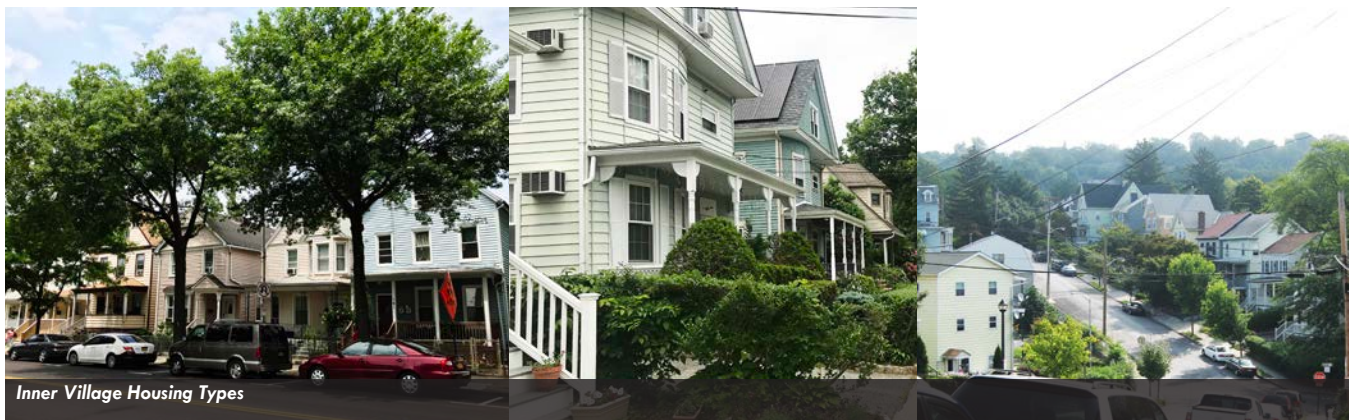
HOUSING

Sleepy Hollow is at a historic population peak and growing at a faster pace than Westchester County and Mount Pleasant. Also, half of the population of Sleepy Hollow, and nearly 60 percent of the renters, are housing cost-burdened, meaning they spend more than 30% of their monthly income on housing costs. Residential areas in Sleepy Hollow are geographically distinct. The Downtown is relatively dense, made up largely of single-family homes on small lots, two- to three-family homes, and some multi-family and mixed-use buildings. Webber Park, located just northeast of the Downtown, has a single-family character, but also includes some two-family properties. Briggsville, located to the east of Webber Park, has a small number of single family homes, as well as a large area of open space associated with Rockefeller properties. To the north of the Downtown, Philipse Manor and Sleepy Hollow Manor are two single-family neighborhoods, which are themselves divided from each other by the Peabody Preserve Outdoor Classroom. On the horizon, Edge-on-Hudson will become a new, mixed-use district with nearly 1,200 units of multi-family housing.

The Housing Action Area reviews a set of principles to accommodate population increase, to encourage housing types that prevent overcrowding or displacement of current residents, and prevent hazardous situations and segregated neighborhoods. It also examines updates to codes and regulations that protect and promote affordability and takes into consideration the desire to retain the cultural diversity of Sleepy Hollow.

1. Reduce overcrowding, improve safety and quality-of-life, and provide affordable housing and diverse housing types.

Overcrowding in Sleepy Hollow, particularly in the Downtown, has grown as a result of insufficient affordable and workforce housing in the region. Overcrowding is a sign that low- to moderate-income residents and families are seeking solutions in an expensive housing market. Solutions should attempt to accommodate these residents without displacement, where possible. However, it must also be acknowledged that



overcrowding sometimes has dangerous implications, both to residents and public safety staff. Conversions of unsanctioned basement apartments and multi-family homes without appropriate certificates of occupancy may not have adequate fire safety measures, ventilation, and egress. Overcrowding also has an impact on quality-of-life issues in the Downtown. In a part of Sleepy Hollow where many multi-family buildings do not have off-street parking, additional residents can further constrain on-street parking capacity.

Solutions to address overcrowding, such as stronger code enforcement, are important for public safety and for quality-of-life. However, the one overriding cause of overcrowding is a need for housing that is affordable to a broad cross-section of Village residents. While reducing overcrowding is an important goal, solutions must also acknowledge the need for designated affordable housing; the unmet demand for such housing is what is ultimately driving the overcrowding conditions. Increasing the supply of affordable housing that is protected (i.e. deed restricted) could serve residents who are currently residing in illegal and substandard apartments, offering them protection against unexpected rent increases as well as helping to ease overcrowding.

2. Encourage diverse housing types that support a range of ages, incomes, and cultures in the Village.

Apart from the substantial development in the pipeline at Edge-on-Hudson, there are relatively few opportunities for new, infill development in Sleepy Hollow. Still, the Village acknowledges the need to adapt to changing market trends, which should include housing that attracts young professionals, empty-nesters, and moderate-income individuals (i.e., workforce housing). With the exception of a small number of senior housing units at Edge-on-Hudson, there may still be a need to provide housing for these market segments in Sleepy Hollow. There may also continue to be cost pressures on the existing housing stock as regional prices rise. The Village should explore strategies to provide new housing that targets future demand in addition to the housing types that will be built in the Edge-on-Hudson development.

The need for workforce housing was also identified by local public safety officials. In particular, the volunteer fire department and emergency medical service rely upon younger members. As the existing volunteer corps ages and housing prices increase, public safety officials expressed concern that the pool of volunteers will shrink over time. Providing workforce housing may help to preserve the population of volunteers in Sleepy Hollow. The Village already benefits from a wide variety of housing types—including single-family homes, two-three family homes, affordable housing, senior housing, and multi-family. Future housing needs should be evaluated and policies developed to ensure that these needs can be met under zoning regulations. There is some designated affordable housing in the Village already, but the key for the future is striking a balance. Future housing needs will also likely include market-rate solutions that are targeted toward moderate-income families, young professionals, and the local workforce.



Multi-family Housing Types

3. Explore opportunities to capitalize on the Village's proximity to public transportation, access to New York City, and pedestrian-friendly Downtown.

With two Metro-North stations and easy access to job centers in New York City, Sleepy Hollow is well-located to continue attracting transit-oriented development (TOD). In particular, the Downtown and waterfront areas are both a short walking distance to the Tarrytown train station. Recent and in-process multi-family development, such as Ichabod's Landing, River Street, and Edge-on-Hudson, are an indication that developers and new residents are in the market for TOD. Sleepy Hollow already has many of the resources needed to support these development patterns, including a walkable downtown, popular restaurants, and public access to the Hudson River waterfront.

However, there are additional opportunities in the Village to continue capitalizing on these assets. There are potential development sites within walking distance to the Tarrytown train station, both Village-owned and privately owned, that could contribute to ongoing revitalization of Downtown Sleepy Hollow. The Village's dense, Downtown core is also well-suited to benefit from predicted shifts away from car-culture by promoting the pedestrian-friendly environment and shift toward transit, while preparing for growth in rideshare, autonomous vehicle technology, and potential for "last-mile" local transit options.

The current DPW site on River Street is one key site for potential future development. Once DPW is relocated to **the East Parcel Sleepy Hollow Common**, the River Street site will be available for redevelopment. While anticipating this eventuality the Village should consider the type of development that would be appropriate on this site, as well as the benefits to the community that should come along with it. For example, development of the DPW site could incorporate an improved streetscape, workforce housing, and public open space, while preserving views where feasible.

In preparation for this process, the DPW site has been rezoned to encourage mixed-use development, which could include residential, commercial, and retail uses.

Transit-oriented development on privately-owned sites in the Downtown should be encouraged as well. In particular, there are some sites just north of the Tarrytown border that could see changes in use over time. Sites in this area could be developed to improve the gateway into the Village, incorporate uses that are more compatible with a pedestrian-friendly downtown, and, in some cases, may require consolidation of sites in order to comply with zoning and parking regulations.

LAND USE AND ZONING

The character of Sleepy Hollow's neighborhoods is largely defined by land use, which refers to the type, location, and density of the built environment. Understanding how much land use is currently devoted to different types of uses (e.g., residential, commercial, and open space, etc.) helps provide a view of the character of different neighborhoods. Land use also covers the location of vacant and under-utilized sites as an important step in shaping a vision for how the Village should guide future development and redevelopment. The Village's Zoning Code is the primary tool for controlling land use and influencing development patterns.

Any analysis of potential land use changes in the Village must recognize that much of the Village is built-out, and its neighborhoods have developed a sense of place that residents enjoy. A key objective of this plan is to provide strategies to boost downtown economic activity while preserving lower-density residential neighborhoods. The plan builds on existing land use patterns, only anticipating changes where needed to reflect current priorities and respond to changing market conditions and anticipated development, such as Edge-on-Hudson.

The Land Use Action Area seeks to preserve Sleepy Hollow's neighborhood character, historic resources, and natural assets, while providing the conditions for a thriving downtown economy. Vacant land is not abundant in Sleepy Hollow: excluding Edge-on-Hudson and the East Parcel, vacant land only accounts for 7 percent of the Village's area. Retail uses are fragmented within the commercial zones, and currently offer more space than what the market demands. This Action Area considers ways to fine-tune the zoning codes to better accommodate the needs of existing and new residents in terms of housing, commercial, and mixed uses. Through these updates, the Village intends to provide equitable options for all its residents.

1. Resolve mismatches between designated zoning and actual land use in the Downtown, focusing commercial zoning on the core retail areas along upper Beekman Avenue, Cortlandt Street and Valley Street.

Much of the zoning in and around downtown Sleepy Hollow reflects past conditions rather than the current economic picture or the existing/desired development pattern. Today, Sleepy Hollow's Downtown is being affected by a range of economic factors that require a response in order to plan for the future. Locally, the development of Edge-on-Hudson is expected to have an impact on the amount and type of demand for restaurants and shops in the downtown. At the same time, the zoning code may allow or even encourage certain types of uses that are no longer appropriate for the Village's vision for its downtown. At a broader scale, main street retail trends are changing as consumers turn more and more to the internet to shop. Sleepy Hollow's land use regulations must respond to these factors to ensure that the downtown can revitalize to serve both existing and future residents in the Village.

Given these economic realities, the Village's central commercial zoning district appears to be oversized relative to existing and anticipated commercial uses. For example, the R-4A zoning district was created while the GM plant was still operating. It currently is similar to the R-4 zone in allowing one- and two-family residences, but also allows retail stores and restaurants. However, this area on Hudson Street between Beekman Avenue and **the Village boundary (just north of Division Street)** is primarily residential in the mid-block area, with retail or commercial concentrated in nodes at either end of Hudson Street, near Beekman Avenue and Division Street **(the southern commercial node at Division Street is across the boundary in Tarrytown)**. Because many of the existing parcels in this area are relatively narrow, minimum side-yard setbacks could be a constraint in redevelopment of existing buildings without consolidating parcels for a larger project.

Another example of a zoning mismatch is on Clinton Street, where the existing land uses do not match the C-2 zoning that is mapped in this area of the Village. This zoning designation may act as a barrier to renovation or redevelopment of properties on Clinton Street between Beekman Avenue and Cortlandt Street. One objective here may be to encourage the phase-out of existing light industrial and auto-related uses to make room for new residential development.

Lastly, Lower Beekman Avenue, generally west of Kendall Avenue and east of Clinton Street, is zoned for C-2 but has a decidedly residential character. Along this stretch, large, generally well-maintained homes – some now converted to house two or more units – are set back from the sidewalk with small front yards, porches or stoops, and many mature street trees. The overall effect is to establish an attractive, walkable neighborhood that serves as a link between the downtown and the waterfront, and can take advantage of both assets. While some non-residential uses may be acceptable on Lower Beekman Avenue, such as professional offices, child-care, or small boutiques, the predominant residential character should be preserved. Multi-story buildings of a commercial character, with no front yard setback, are generally not appropriate here. The Village should consider alternative zoning approaches that allow for the introduction of non-residential uses, while preserving the existing character and scale of this important Downtown corridor.

2. Eliminate barriers in the zoning code that prevent revitalization, while preserving existing community scale and character in areas where it is desired.

In response to an evolving retail market, need for affordable housing, and desire to promote entrepreneurship and support the local business community, Sleepy Hollow should explore removing existing barriers in the zoning code that may prevent development that the Village favors. This could include exploring zoning map changes, revisiting area and bulk requirements where appropriate, or allowing more flexibility in use types in certain zoning districts. Although much of the Village is built out, some scattered infill sites remain; there is the potential for market

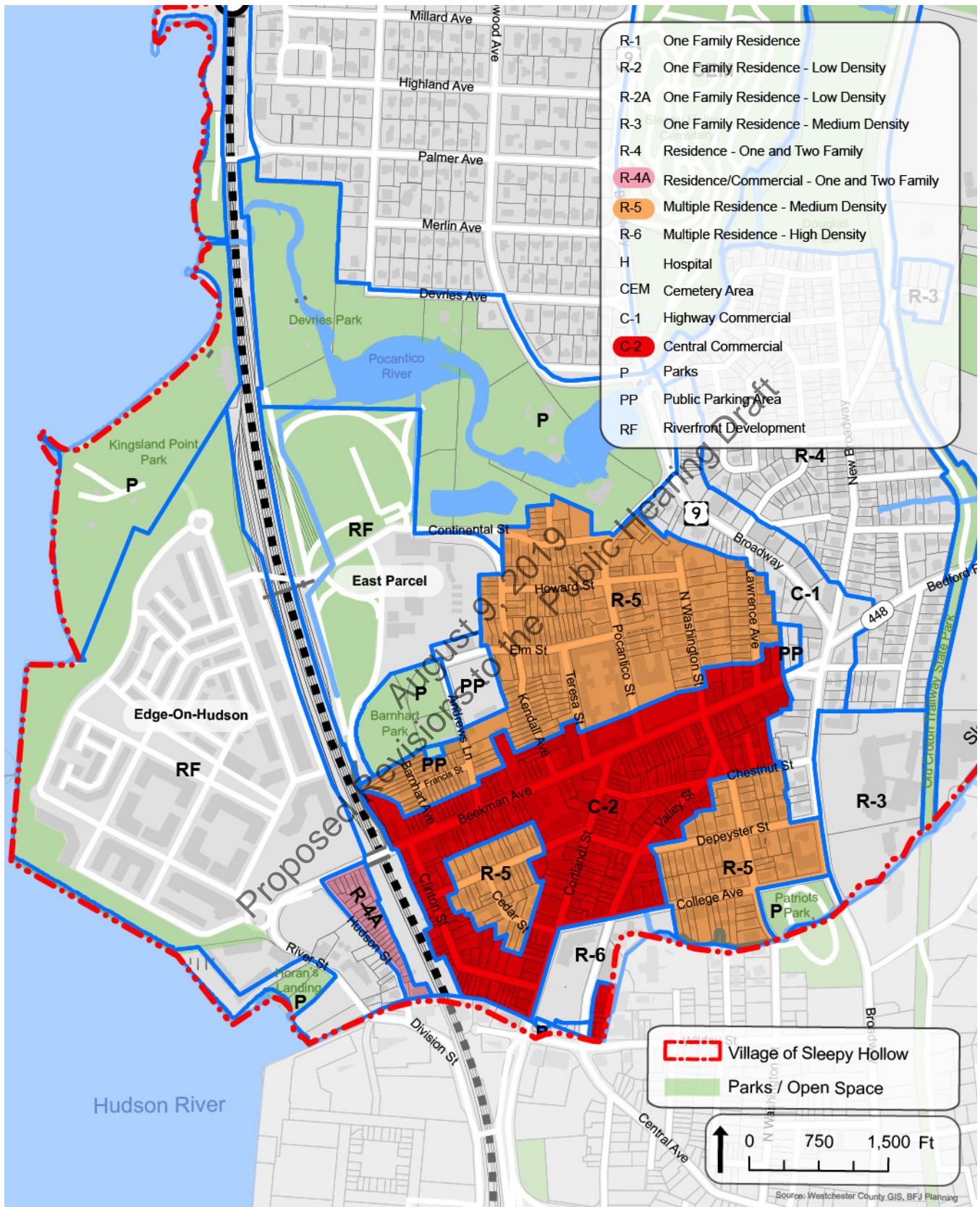


Figure 14: Potential Zoning Changes

changes as Edge-on-Hudson is phased in, and the zoning code may currently permit development that is out of scale with existing buildings in some areas.

As Village priorities have changed over the years, trends in retail and residential development have evolved as well. In some cases, the Village zoning code may create barriers to development and entrepreneurship that would improve the downtown for residents, businesses, and visitors. In particular, consumers' move toward making purchases online has created challenges for traditional main street downtowns, similar to the effect that regional malls had in marginalizing downtown areas in prior generations. As shoppers spend more time online, downtown retail areas are forced to adapt. Successful businesses tend to be those that provide services that cannot be provided online, such as restaurants and bars, personal services, exercise-related uses, and other businesses that provide a unique experience. Many small businesses are experimenting with providing multiple services in one place (for example, a small manufacturer that also sells goods and holds classes or tours). In Sleepy Hollow's zoning code, emerging business types such as these are not allowed and require variances in order to be approved. Sleepy Hollow should consider opening up the allowable uses in the zoning code, where appropriate, to ensure that acceptable business types are allowed, so that prospective entrepreneurs are not turned away to other communities.

The Village should also consider adjustments to provisions controlling the location of certain uses to provide greater flexibility in the siting of bars, restaurants and food establishments, and to preserve the character of both the pedestrian-oriented downtown core and the more residential western end of the area.

The Village should change parking ratios and provisions to be more in line with modern standards and make it easier for property owners to meet parking requirements, or, where those requirements cannot be met, to pay an in-lieu fee that could be used to implement parking improvements throughout the downtown area. In most cases, this would result in reduced parking requirements for new development and changes in use, which would help to remove unnecessary barriers to new investment in the Village.

In addition, alterations and additions to non-conforming structures are currently too difficult, and often require variances because of height and other bulk restrictions. The Village should explore opportunities to ease the approvals process for owners of non-conforming properties, as well as to expedite permitting processes to facilitate future redevelopment in and around the downtown.

3. Update zoning to prevent inappropriate scale of new development.

Sleepy Hollow may need to explore opportunities to promote new development, especially on limited infill sites in the downtown core. However, the Village also should find the right local balance between new development and preserving community scale and character. Along with removing zoning barriers to development,

the Village may also want to explore updates to design guidelines (Section 450-18 Design Standards of the Sleepy Hollow zoning code) to ensure that new development is in keeping with the type of massing, scale, and streetscape that supports dynamic and economically viable downtown areas. In adjacent residential communities, including in the Downtown, Sleepy Hollow could explore what the right scale is for future development. This evaluation should take into account massing issues such as building heights, as well as other factors, including the ability to provide off-street parking.

The Village can also address allowable scale of new development in residential neighborhoods, including in the Downtown, to ensure that new development and expansion of existing homes is in keeping with established character and high-quality design. Existing residential neighborhoods in the Downtown are fairly dense and generally have limited off-street parking. Existing zoning allows even greater building heights than is already existing, in some cases, which could result in new development that is out of scale with current neighborhoods. The Village could consider amending area and bulk requirements in the Downtown to be more consistent with existing development patterns.

Of particular concern is potential future development in the R-5 zoning district. The few remaining large lots in this area could potentially be redeveloped for multi-family, in an area that is already relatively dense. Design guidelines or reducing building heights could help to address concerns about future development in the R-5.

CONNECTIVITY

Sleepy Hollow is well connected to communities throughout the New York metropolitan region and Hudson River Valley, as well as New York City, due to its proximity to U.S. Interstate highways, the New York State parkway system, and Metro-North Hudson line. These regional transportation assets are attractions for residents and also make it easy for visitors to get to the Village. While access to I-287 and I-87, Broadway/Route 9, two stops on Metro-North, and access to the Saw Mill River Parkway and Sprain Brook Parkway are substantial assets for the Village, Sleepy Hollow also has transportation challenges to overcome. Pedestrian routes to train stations can be improved and intersections made more pedestrian friendly in the Downtown. In early 2019, the Village held a series of public meetings about sidewalk improvements on Beekman Avenue to improve pedestrian safety and accessibility.

The regional Route 9 Active Transportation Conceptual Design Plan, **a draft of which was completed in the fall of 2018 is currently underway**, with the goal of identifying traffic calming measures for Broadway/Route 9. Meanwhile, the Sleepy Hollow Environmental Advisory Committee conducted a Walkability Study to identify intersections that should be improved. The Village has also been coordinating with



Examples of Difficult Pedestrian Crossings in the Inner Village

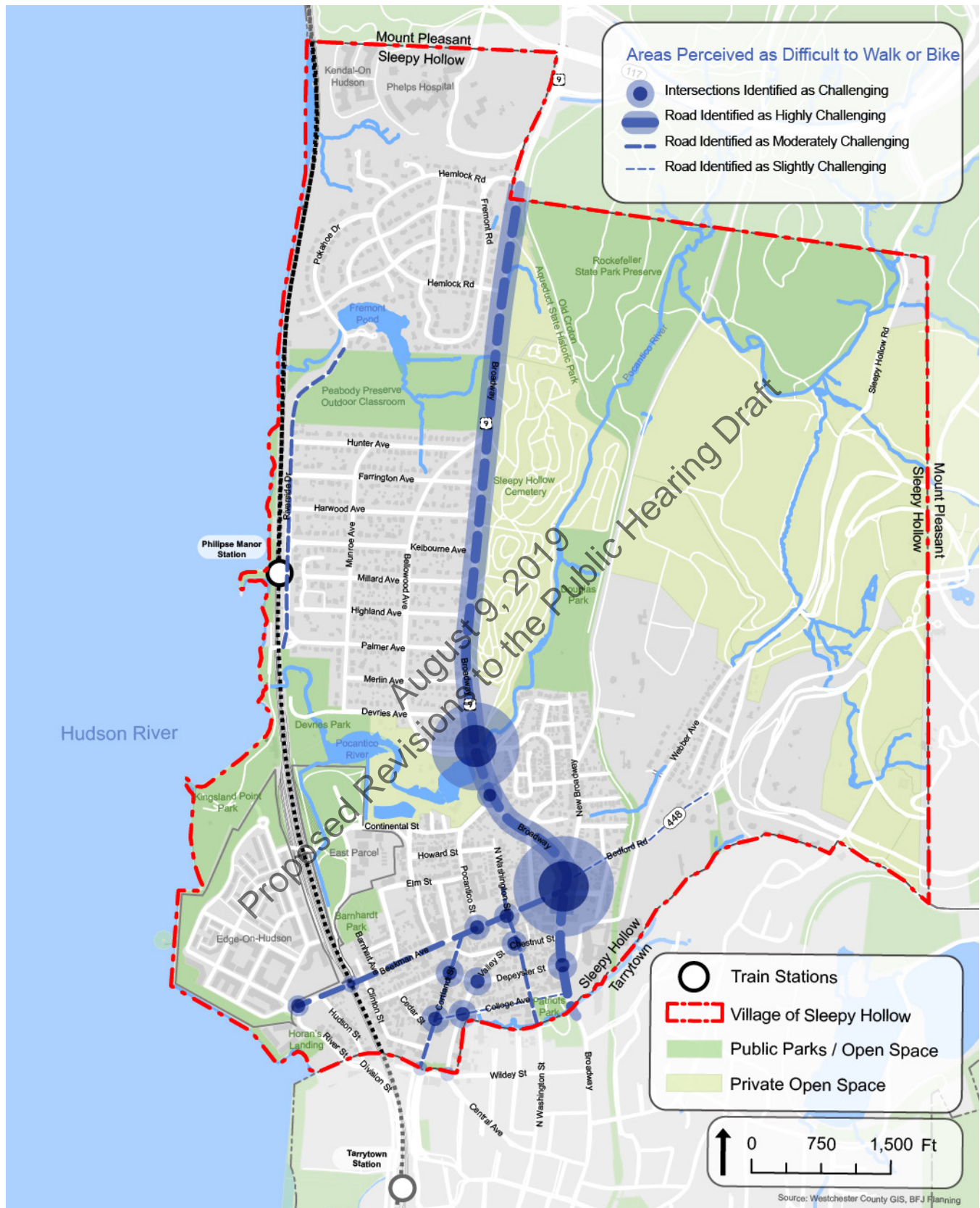


Figure 15: Intersections and Corridors Identified as Challenging

New York State Department of Transportation on potential roadway redesign options for Broadway/Route 9 in the area of the Old Dutch Church.

Two Westchester Bee Line bus routes pass through the Village—the 13 passes along Broadway, through the Downtown, to the Tarrytown Metro-North station, while the 11 heads east from Phelps Memorial Hospital toward Mount Pleasant. However, Bee Line routes are not frequent enough to serve local residents and employers.

This Action Area discusses how people move from one place to another in Sleepy Hollow, as well as their expectations for an improved and more comprehensive mobility network. Connectivity is key to promoting a thriving economy, providing access throughout the Village for people of all ages and abilities, building community, protecting the environment by reducing automobile use, and promoting public health. This Action Area looks at the transportation infrastructure currently in place, to understand how it can be improved to achieve the Village's goals. It also considers the social and environmental impacts of favoring certain modes over others, as well as ways that technology could improve efficiency. Finally, this Action Area examines the possible partnerships between the Village and adjacent municipalities and other stakeholders to make transportation projects feasible and effective. The goal is to improve the connections between the region and the Village, as well as to improve the local network that connects the downtown, the neighborhoods, the waterfront, parks, and historic sites.

1. Improve connections between Metro-North train stations, the Downtown, parks, the waterfront, and neighborhoods.

Although Sleepy Hollow is relatively small in size, there are several barriers in the Village that make walking and cycling it difficult to get from one part of the Village to another. Some natural barriers, such as topography and



Examples of Potential Streetscape Improvements

Source: Watershed Management Group, Inc., Green Infrastructure Digest

wetlands, are also environmental assets that are an important part of the Village's character and should be preserved. However, **artificial man-made** barriers such as major roadways (Route 9/Broadway), **the Metro-North tracks**, underdeveloped properties, and roadways that do not connect between neighborhoods present challenges, especially for pedestrians and cyclists. As a result, residents may be more likely to drive, even for short distances, which worsens traffic congestion and parking issues. Barriers to pedestrians and cyclists also make it difficult for families to get from neighborhoods to local parks and schools. Creating safe, accessible, and convenient routes to parks and schools is critical to ensuring that families and children can easily get around the Village without relying as much on driving.

Although there are existing barriers that limit connections between different parts of the Village, there are also opportunities to address some of those barriers to make Sleepy Hollow more pedestrian- and cyclist-friendly. The network of parks and open space could be used to link neighborhoods, downtown, the Metro-North train Stations, and the waterfront. A planned Riverwalk segment along Riverside Drive, improvements at Devries Park, and redevelopment of the East Parcel are all opportunities to improve connections within the Village. In addition, realignment of some intersections and crosswalks can make it easier for pedestrians to access community resources, such as parks and schools. Edge-on-Hudson will also create new opportunities for better connections, by extending the Riverwalk, connecting to **the East Parcel**, **Sleepy Hollow Common**, and providing shuttle service to Metro-North. Perhaps the greatest ongoing opportunity for improved connections is construction at Edge-on-Hudson and the East Parcel. Both of these projects will improve connections by extending the Hudson River walkway, improving roadway connections between the waterfront and downtown, and linking adjacent neighborhoods.



Examples of Potential Streetscape Improvements

Source: City of Stockton, HRG, BFJ Planning

The Village should improve intersections to remove challenges for pedestrians (Broadway and Bedford Road, Broadway and Pocantico Street, among others). Major intersections along Broadway create a challenge for pedestrians and bicyclists around the Village, as well as visitors to Sleepy Hollow's many historic and tourism attractions. Improvements to these intersections will create a safer, more welcoming environment for residents and visitors alike.

In addition to these major intersections, there are also several smaller intersections in the Downtown that could be more welcoming for pedestrians and bicyclists and create a stronger sense of place and more attractive environment. Reconfiguring curblines and crosswalks and adding bumpouts could be one strategy to make walking and biking around Sleepy Hollow safer.

Many of the Village's minor streets in the Downtown are relatively narrow, including some one-way streets. During the planning process, participants questioned whether any streets should be converted from one-way to two-way, or whether the existing one-ways streets travel in the optimal direction. Some of these streets may be too narrow to convert to two-way. In particular, narrow streets in the Downtown present a particular challenge for commercial loading and unloading.

Since 2017, an intermunicipal team has been undertaking a study of potential improvements to the Route 9 corridor. The goals of the Route 9 Active Transportation Conceptual Design Plan are to improve safety by reducing vehicle speeds, attract new visitors from the new Tappan Zee Bridge multi-use path, create safe and connected places for pedestrians and bicyclists, and reduce automobile trips. The plan is currently in draft form and may help inform ideas about safety improvements to Route 9/Broadway in Sleepy Hollow.

There is a need to address vehicular impacts in residential neighborhoods, such as speeding and traffic congestion at certain locations, through traffic calming measures as needed. The Village should incorporate traffic calming measures into residential streetscape design to encourage lower driving speeds while enhancing the walking and bicycling experience and neighborhood character. Infrastructure such as corner and midblock curb extensions not only serve as traffic calming devices, but can also create space for seating, landscaping, and stormwater features. Speed tables, as opposed to speed humps, can serve as pedestrian crossings and are also easier to maintain.

Enhancing wayfinding and building gateways would help visitors and locals navigate the Village. Wayfinding signage would make the Village more welcoming for visitors by orienting pedestrians, cyclists, and drivers while promoting local businesses and attractions. The goal would be to locate and install different types of signage to direct people to municipal parking, shopping areas, parks, the waterfront, and historical attractions.



Figure 16: Public Parking in the Downtown



Examples of Bicycle and Electric Scooter Share Programs
Source: ArtsWestchester, Boston.com

2. Identify strategies to mitigate parking shortages in the Downtown.

There is a parking shortage in the Downtown, especially during the night and early morning, exacerbated by underutilized public parking lots, inadequate signage to identify parking locations, and unclear regulations. Many residents and business owners have expressed a concern about parking, especially in the Downtown. The primary conflict appears to occur in the evenings, when residents are returning from work, but businesses still need access to on-street parking for shoppers, diners, and employees. Part of the challenge in the Downtown is that many of the homes are built on small lots that provide little or no off-street parking. The Village provides permit-parking in off-street parking lots, but there is not enough signage to direct visitors to available lots and regulations can be unclear. While some participants in the planning process have suggested a need for a parking structure, that solution would be very costly and could have negative impacts on urban design and street character.

Parking management strategies, such as creating shared parking agreements, improving signage, updating parking permit costs and procedures, clarifying regulations in public lots, etc. would serve as an important first step in mitigating the current parking challenges in the Downtown. Off-street parking efficiency could be improved with better signage, maps, and technology to locate and understand parking availability. The annual cost of parking permits should be examined as well—permit pricing may be discouraging some residents from buying permits, opting instead to seek out on-street parking. If such parking management strategies prove insufficient to address the parking issues and the Village were to consider a parking structure, it should explore accompanying strategies such as design guidelines to ensure that structures are properly screened or hidden to avoid interrupting an active streetscape.

3. Provide more diverse transportation infrastructure, including a local shuttle bus with a higher frequency service, and general improvements to walkability and bikeability throughout the Village and vicinities.

Sleepy Hollow has access to several transit options, but there are gaps in service and accessibility that require improvements. Between Metro-North commuter rail service, Westchester Bee-Line bus service, and the Village's walkable scale, residents, commuters, and visitors have several options. However, these modes do not connect well with Phelps Memorial Hospital, Kendal-on-Hudson and Regeneron in the northern part of the Village, each of which provides regional employment. As Edge-on-Hudson is built out, the developer has committed as part of their site plan/special permit approval to provide a shuttle service from the development to the Tarrytown Metro-North Station. This creates an opportunity to partner with Edge-on-Hudson and other public and private stakeholders to provide a more expansive shuttle service in Sleepy Hollow and Tarrytown that travels to major employment centers, supplements existing commuter rail and bus service, and

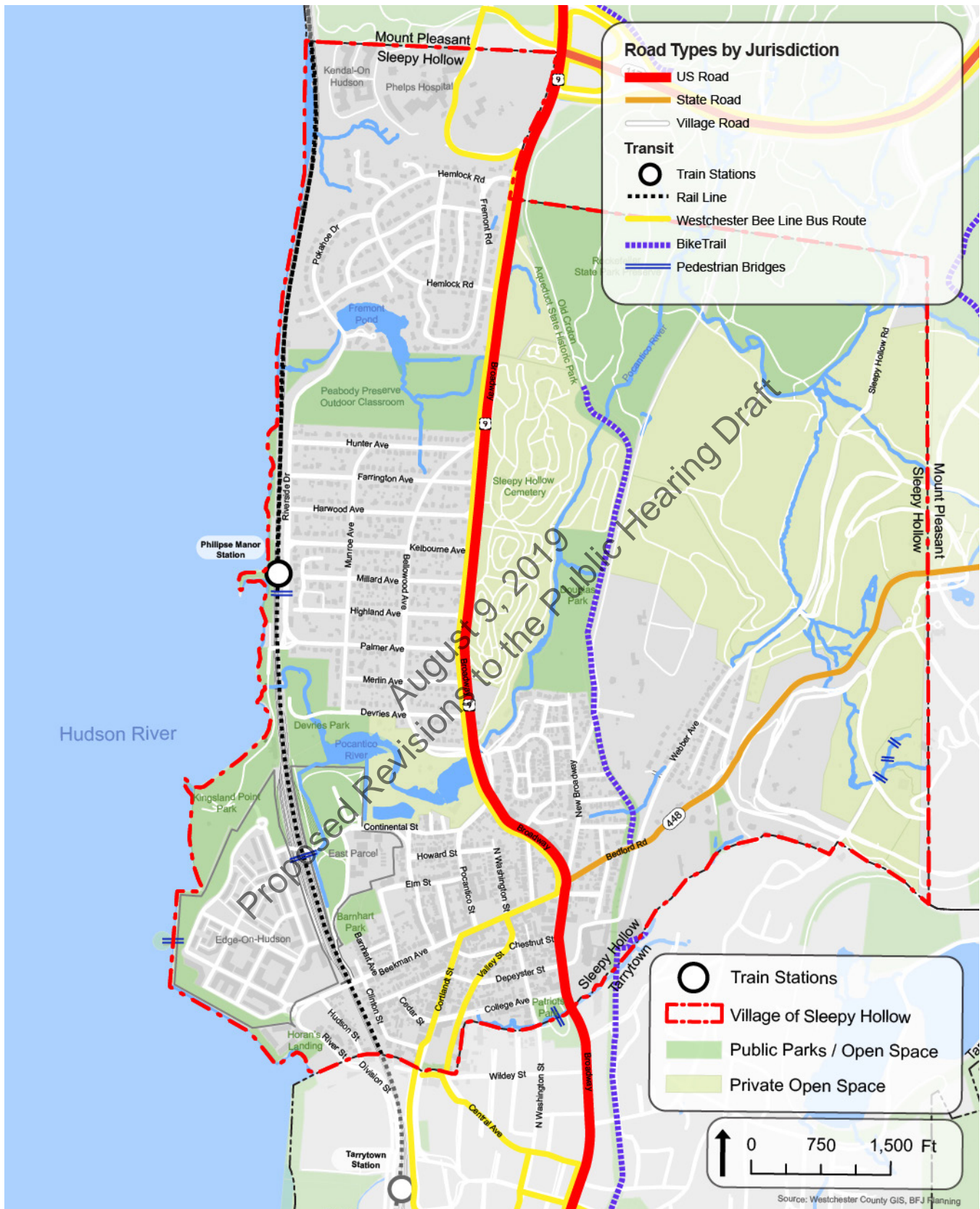


Figure 17: Major Roadways and Transit Routes

brings more visitors to Sleepy Hollow's retail core on Beekman Avenue. While most tourists to the Village currently arrive via car or tour bus, a circulating shuttle could encourage some visitors to take Metro-North and complement existing Bee-Line service. A shuttle could also encourage those who drive to park in one place and use the shuttle to travel to different sites within the Village without getting back into their cars. Finally, Sleepy Hollow might want to look into new technology, including autonomous shuttles that are now being piloted in a number of U.S. downtowns, offering bragging rights as a historic village that offers a forward-looking 21st century transportation network.

In addition, new light individualized transportation options have begun to emerge in recent years, such as bike share and dockless electric scooters, which are growing in popularity as options for "last-mile" connections from residences to major transit. These light forms of transit can be implemented with limited infrastructure and are easily scalable. The Village could explore a partnership with Tarrytown and other nearby municipalities for a combined network of individualized transportation options that link neighboring downtowns, residential neighborhoods, and train stations. If Sleepy Hollow were to pursue bike share or other similar forms of transit, the Village should also coordinate and expand multi-use, off-street or on-street lanes to support these new modes.

Lastly, Sleepy Hollow's waterfront location presents an opportunity to consider waterborne transportation. Although the Village's proximity to two train stations with excellent access into New York City makes it unlikely that a commuter ferry service to Manhattan would be financially viable, a recreational excursion ferry service could make sense given the amount of existing tourism in the area.

PARKS AND OPEN SPACE

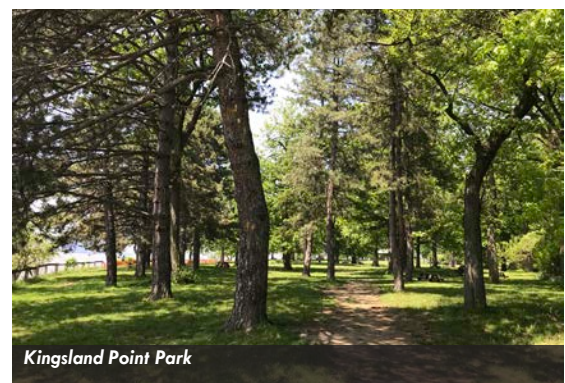
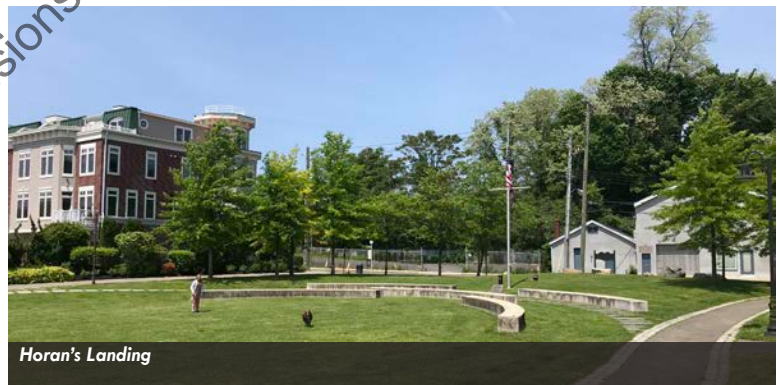
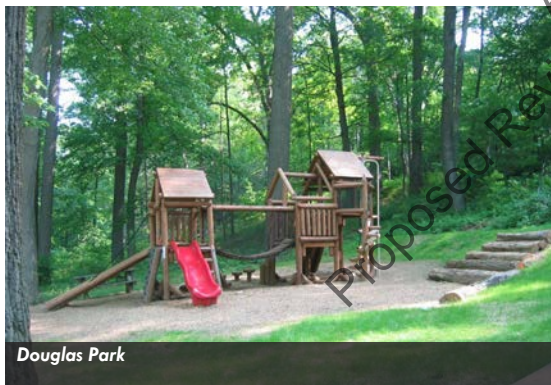
Sleepy Hollow's parks, **and** open spaces, **and trails**, both public and private, are vital components of the Village's culture and daily life. They provide space for recreation, exercise, social interaction, and quiet enjoyment, as well as wildlife and wetland environments. Parks and open space enhance property values and provide all residents opportunities to experience the outdoors, including families, young people, and seniors. Sleepy Hollow has a great wealth and variety of parks and open spaces, but many of these resources also require upgrades to improve upon the benefits they provide.

Among the critical issues facing the Village's parks and open space resource include capital funding to make necessary improvements, limited access to the Hudson River waterfront, and expanded year-round programming to attract visitors and benefit residents. Sleepy Hollow's parks and open spaces include passive and active recreation spaces, waterfront parks, the Riverwalk, natural areas, and more urbanized neighborhood parks.

The Village's parks include:

- Barnhart Park
- Devries Park
- Douglas Park
- Fremont Pond
- Horan's Landing
- Kingsland Point Park
- Reverend Sykes Park (half-owned by Tarrytown and managed by Sleepy Hollow)
- River Walk
- Margotta Courts
- Patriots Park (half-owned by Tarrytown and managed by Tarrytown)
- Peabody Preserve Outdoor Classroom (owned by Tarrytown Unified Free School District)
- **WL Morse Elementary School Playground (owned by Tarrytown Unified Free School District)**

This Action Area looks at the open space of Sleepy Hollow from the perspective of its civic and recreational qualities. Sleepy Hollow Cemetery, public parks, and private recreation areas currently account for over one-fourth of the Village's land area. Most of this land is related to the riverfront, bodies of water, historic sites,



and/or property owned by the Rockefeller family. The focus on this Action Area is to provide information about the connections between parks, open space, and the rest of the Village, to identify ways to make it easier for residents and visitors to navigate in and around Sleepy Hollow. It also describes the facilities available at each site, and identifies needed improvements at each.

The amount of Sleepy Hollow's public open space is in the process of being transformed by the construction of Edge-On-Hudson. The special permit for the development calls for a total of about 45 acres for new public open space, public interest, or public use, including 13.1 acres of waterfront open space, three acres for Central Park Green, and ~~the East Parcel~~ (Sleepy Hollow Commons). The waterfront open space will be fully public along approximately 2,300 linear feet of shoreline, enhancing views of the Hudson River, connecting with Kingsland Point Park and Horan's Landing, and extending the Hudson River Greenway Trail. Conceptual plans for the ~~East Parcel~~Common include athletic fields, an ~~amphitheater~~ performance space, and walking trails.

Even with these substantial improvements to the Village's open space resources, there are still needs to improve existing assets to ensure that public open space is available throughout the Village. Expanded open space associated with Edge-on-Hudson and development of ~~the East Parcel~~Sleepy Hollow Common will create unique attractions to improve quality of life for Village residents and also attract new visitors. However, Sleepy Hollow's neighborhood parks and open spaces are also critical recreation assets that should continue to be maintained and improved.

1. Improve access and facilities at public parks and open spaces in the Village.

Barnhart Park

Located adjacent to Andrews Lane and Barnhart Avenue, this park contains playground area, basketball court, volleyball and soccer fields and a splash pad. Most of the facilities have been recently refurbished, including public bathrooms and a pavilion available for private rentals. Future park development at the ~~East Parcel~~Common, just to the north, will connect Barnhart and Devries Parks and create a substantial open space network in the Downtown.

Devries Park

Devries Park includes baseball fields, paddle tennis courts, and a playground, as well as shorefront along the Pocantico River. Access to the park is from Devries Avenue to the east; however there is also a degraded pedestrian bridge that crosses the Metro-North tracks to Kingsland Point Park. The bridge is currently not usable.

Necessary improvements to Devries Park include shoreline stabilization along the Pocantico River. The constructed shoreline is collapsing into the river and could be improved with soft shoreline improvements. There is also expanding growth

of poison ivy and invasive plant species near the picnic area in Devries Park. The Sleepy Hollow Environmental Advisory Committee (SHEAC) has begun to focus attention on these issues. Growth of poison ivy and invasive species such as porcelain berry should also be addressed as part of a shoreline restoration plan along the Pocantico River.

Also, the Village is interested in seeing the pedestrian bridge repaired and reopened. This would help to expand access to the park, given that the sole access point is via Devries Avenue, which limits connections to surrounding neighborhoods. Other options could include a link through the **Commonplanned East Parcel improvements** and along the Metro-North tracks to Palmer Avenue. **Another strategy to improve connectivity to Devries Park is to restore the Horseman's Trail. This trail connects from the Old Croton Aqueduct, through Douglas Park and Sleepy Hollow Cemetery, across the Philipsburg Manor site, into Devries Park.**

Douglas Park

Douglas Park is a wooded area that provides trails adjacent to the Sleepy Hollow Cemetery, including the Old Croton Aqueduct trail, which passes through the park. Douglas Park also has a playground area. The key improvement needed is to replace the aging wooden playground equipment.

East Parcel (Sleepy Hollow Common)

The East Parcel is currently vacant land that used to be part of the GM property that operated on Sleepy Hollow's waterfront until 1996. The Concept Plan for the 29-acre **East Parcel Sleepy Hollow Common** includes a new Department of Public Works facility, which will replace the outmoded facility on River Street, making that parcel available for future development. The plan also includes a **multi-purpose athletic field, biking and walking trails, an outdoor amphitheater performance space**, and open space. The final development may also include a community center. **In part, the special permit for redevelopment of the former General Motors site mandates that "the uses and site plan configuration proposed near the Project's entrances are compatible with surrounding development, and the Project will also involve the donation of approximately 20 acres on the East Parcel (not including approximately 8 acres identified to be for the benefit of Historic Hudson Valley for the enhancement of the Philipsburg Manor Upper Mill Historic Site)."**

While this conceptual plan has been prepared, the site plan has not yet been finalized, and the estimated total project cost is approximately \$50 million. The developers of Edge-on-Hudson are contributing an impact fee of \$11.5 million to the Village, which could be used to assist with East Parcel development. In 2018, the Village was awarded a Consolidated Funding Application (CFA) grant for \$1.58 million to transform the East Parcel into Sleepy Hollow Commons, with public

space connecting to local trails and transit. This funding will go toward grading, installation of a stormwater corridor, roadway network, engineering, and ground improvements for a bridge over the Metro-North tracks. The Sleepy Hollow LDC is planning on borrowing an additional \$10 million to relocate the DPW facility and related infrastructure. The Village still needs to identify funding sources to fund the remainder of the estimated project cost.

Fremont Pond

Fremont Pond is a small body of water at the southern edge of Sleepy Hollow Manor. Although the shoreline is privately-owned, the Village has easement rights to access the water. There is a small access area along Riverside Drive but public parking is very limited. In 2018, the Village received a grant from NYS DEC for water quality improvements of Fremont Pond. The funding will allow the Village to use a mix of green infrastructure and standard stormwater practices to reduce the pollutants entering the Pond to improve water quality.

Horan's Landing

Horan's Landing is a small waterfront park, near the border with Tarrytown. It has a small beach area, fronting on a shallow cove. There is also a pier that extends from the River House parking area. The pier is currently being used as a staging area for Tappan Zee Bridge workers. It also houses an antique New York City fire boat until the spring of 2019. While it was docked at the pier, which the fire boat was open for public tours. After bridge construction is completed, the pier should be considered for ongoing active boating uses, such as dock space for transient boaters (e.g., dock and dine). The beach area should be preserved for access by non-motorized boats, such as canoes, kayaks, and stand-up paddleboards.

Horan's Landing has been proposed as a potential site for a marina, either in the cove area or further off shore. The cove is shallow and would need to be dredged in order to support this use. Further study and public engagement would also be needed in considering a potential marina use.

Kingsland Point Park

Kingsland Point Park has the potential to be Sleepy Hollow's premier waterfront asset, but it is currently in disrepair. The park is owned by Westchester County, but is managed by the Village. The County has a two-year plan to repair the shoreline, which suffers from long-term erosion as well as recent storm damage. Teatown Reservation is the tenant of the Boathouse, but programming is limited by building conditions. The Village is interested in taking over ownership and full operations of the park, which would require coordination with the County. The beach and boat launch area require repairs, as do walkways and fencing.

Reverend Sykes Park

This small park, located on the border of Sleepy Hollow and Tarrytown, has a basketball court, playground equipment, and a splash pad. The park needs aesthetic improvements and enhanced signage.

RiverWalk

Sleepy Hollow is coordinating with Scenic Hudson and surrounding municipalities to extend the Westchester County RiverWalk continuously through the Village. The Village recently improved sidewalks in the Philipse Manor area to extend the RiverWalk north of Philipse Manor Station along Riverside Drive. The extended RiverWalk would then connect through Sleepy Hollow Manor to Kendal-on-Hudson and into Rockwood Hall. There is a temporary extension of the RiverWalk at Edge-on-Hudson during construction. This portion of the public waterfront walkway will be funded and constructed by the developer of Edge-on-Hudson.

Margotta Courts

This pocket park, located near the Tarrytown border, has a basketball court and playground equipment. The park needs aesthetic improvements and improved signage.

Patriots Park

Patriots Park is bisected by the border between Sleepy Hollow and Tarrytown, next door to Warner Library, and is home to the Tarrytown and Sleepy Hollow (TASH) farmer's market as well as playground equipment and a basketball court. Tarrytown maintains Patriots Park, and in exchange Sleepy Hollow maintains Sykes Park.

Peabody Preserve Outdoor Classroom

This 39-acre nature preserve is owned and operated by the school district, and contains an athletic field and a trail system that accesses a pond, wetland areas, a forested area, and views of the Hudson River. The site is used regularly by schools and other community groups.

2. Expand waterfront access and recreation.

One of Sleepy Hollow's greatest missed opportunities is its Hudson River waterfront. Although there are some areas where residents and visitors can access the river – notably Kingsland Point Park, Horan's Landing, and the private Philipse Manor Beach Club – access at Horan's Landing is currently limited due to use by construction of the Mario M. Cuomo Bridge, while Kingsland Point Park is limited by maintenance issues.

The Village should encourage more water-related recreation facilities at Kingsland Point Park. In addition, Sleepy Hollow has prioritized creating continuous pedestrian waterfront access between Horan's Landing, to the Sleepy Hollow Lighthouse, and

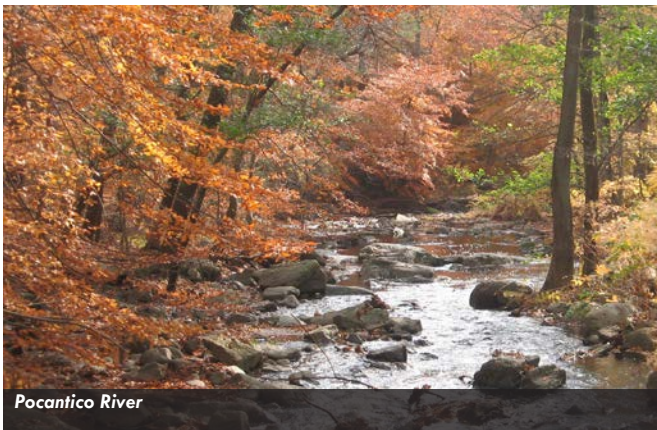
Kingsland Point Park, to the northern border of the Village. Many components of this walkway are in place, are planned/under construction, or have improvements underway. The Village should continue to maintain and protect this walkway to link the Village's neighborhoods along the waterfront. The Village should also explore the potential for water-related recreation on the waterfront, such as docking and/or mooring facilities for transient boats, a marina, along with considering opportunities for recreational and commuter ferry operations. The Village should also continue to encourage and maintain water-dependent and/or water-enhanced public recreational uses, with potential public access linkage to Tarrytown's waterfront resources and to Sleepy Hollow Lighthouse and Kingsland Point Park.

Along Sleepy Hollow's other waterfront, the Pocantico River, there are opportunities to improve the shoreline and expand access to both passive and active recreation, strengthening access to Devries Park, Philipsburg Manor and Douglas Park.

An important consideration for all of the Village's waterfront parks and open spaces is the impact of climate change. Coastal flood protection, underground stormwater retention, and green infrastructure should be considered as part of any future park upgrades, to enhance resilience and better protect the Village from future storm events.

NATURAL ENVIRONMENT

Over 40 percent of the land in Sleepy Hollow is devoted to parks, open spaces, and interior water bodies, and these features represent valuable natural, recreational, and historic assets. This Action Area also considers the vulnerabilities and risks to these areas, such as erosion, flooding and water contamination at local and regional scales. The purpose is to prevent the degradation of natural areas and to ensure their protection, as well as to recognize their educational potential.



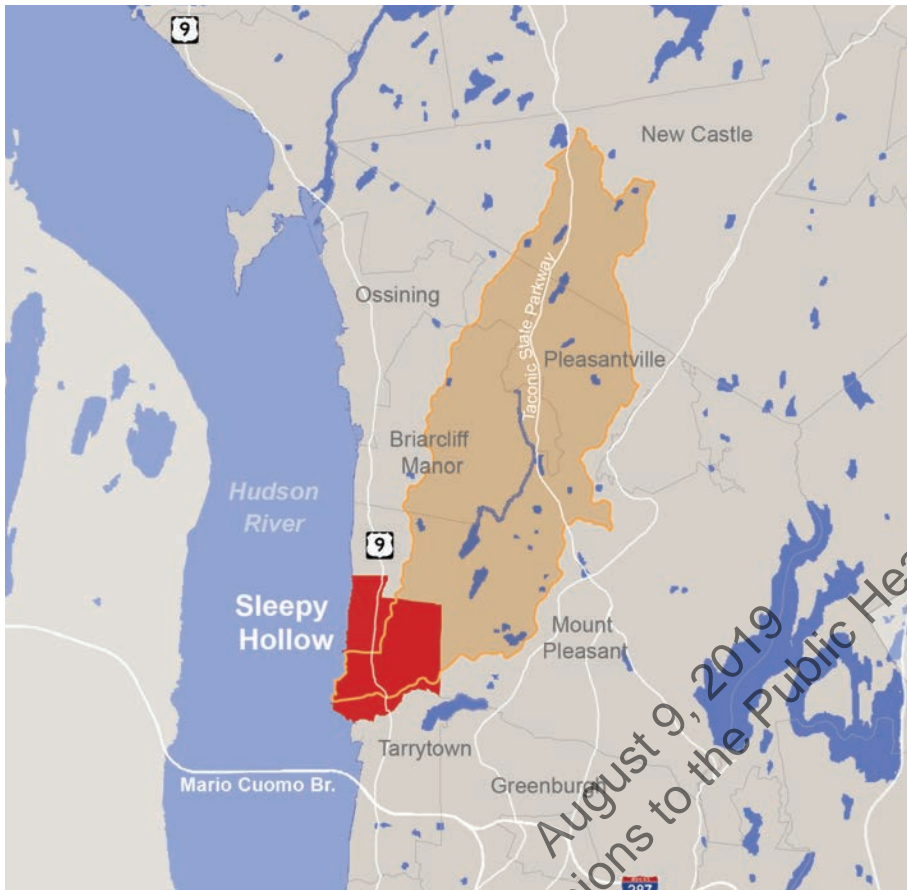
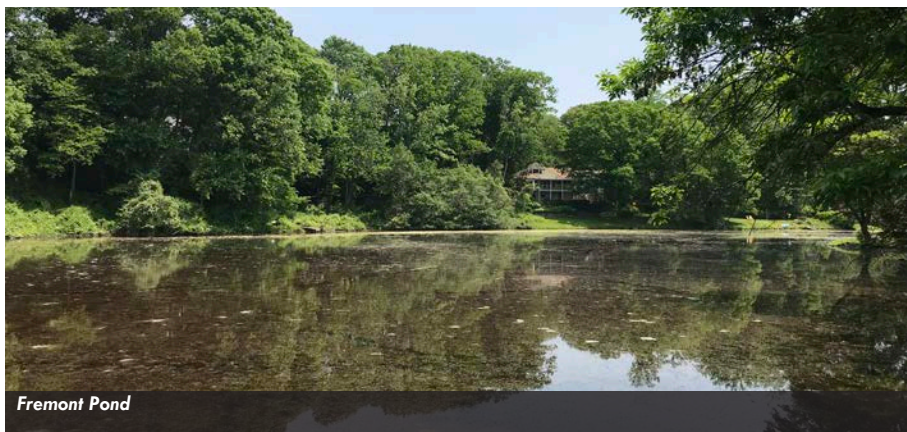


Figure 18: Pocantico River Watershed



Fremont Pond

1. Improve water quality and public access at Fremont Pond

Fremont Pond acts as a catch basin for much of Sleepy Hollow, gathering runoff from Route 9 and Sleepy Hollow Cemetery, as well as adjacent residential properties. The Fremont Pond Committee was recently formed to advocate for strategies to improve water quality. In addition, the Village has sought to stabilize the shoreline at Fremont Pond, but has not secured funding. Also, there is a desire by the Village to encourage more activities at the pond, but expanding public access will be a challenge. Much of the shoreline is privately owned, with only a small area open to the public. There is also no parking for public activities. This may also be a potential location for a green infrastructure demonstration project that addresses runoff from adjacent hardscape while also educating the community about stormwater management best practices. The Village should improve water quality while exploring opportunities to expand public programming on the pond, understanding that parking is limited in the area. In 2018, the Village received a grant from NYS DEC for water quality improvements of Fremont Pond. The funding will allow the Village to use a mix of green infrastructure and standard stormwater practices to reduce the pollutants entering the Pond to improve water quality.

2. Implement a comprehensive approach for the Pocantico River, including shoreline stabilization, culvert expansion, water quality improvements, and green infrastructure.

The Pocantico River is a New York State Designated Inland Waterway, which enables access to funding sources for environmental improvements. Improvements to water quality, shoreline stabilization, wildlife passage, and flooding in the Pocantico River require both a local strategy as well as a watershed-wide strategy. The regional strategy must be approached along with other municipal partners within the watershed. However, Sleepy Hollow also has some ability to improve the river within Village boundaries.

Some of the potential local improvements that the Village could consider include:



- In addition to upland runoff in the Pocantico River, runoff within the Village is contributed by Broadway. The crossing at Broadway (Route 9) is in need of a filtration system, which will be installed by the Village using highway administration funds. One consideration is that these filtration sites could be implemented as educational demonstration sites. In addition, green infrastructure demonstration projects could be implemented as strategies to improve water quality and educate the public. However, it must be recognized that overall water quality improvements need to be addressed at a watershed-wide scale.
- The section of the river that runs through Devries Park is a constructed watercourse, not a natural passage. The riverbanks in these area are eroded and require stabilization. The shoreline should be restored to soft, natural shoreline where possible. Growth of poison ivy and invasive species such as porcelain berry should also be addressed as part of a shoreline restoration plan along the Pocantico River.
- A Pace University study has been evaluating the need for culvert expansion throughout the Pocantico River watershed to allow for wildlife passage and reduce flooding.

3. Promote water quality improvements along the Hudson River shoreline.

Along the Hudson River in Sleepy Hollow, there is a need for shorelines to be rehabilitated or stabilized, including the potential for natural shorelines, along Kingsland Point Park and at Ichabod's Landing. The existing bulkheads and shoreline stabilization structures along the riverfront have deteriorated over the years. When repairs are made to stabilize the shoreline, natural shoreline stabilization should be encouraged, as appropriate, utilizing best management practices.

The Village should continue to coordinate with Westchester County and Edge-on-Hudson to evaluate potential opportunities to increase public access to the waterfront.

4. Increase opportunities for the public to enjoy Sleepy Hollow's natural assets.

Sleepy Hollow has a wide range of environmental assets that provide a resource for local residents to experience nature within a relatively urbanized setting. From the Hudson River to Fremont Pond to the Peabody Preserve Outdoor Classroom, among others, the Village has a wealth of opportunities to experience nature. However, access to these assets could be expanded to improve the Village's ability to experience nature.

Some improvements to consider include at Peabody Preserve Outdoor Classroom, where the Village should work with the school district to explore opportunities to expand environmental education – and environmental sustainability – by installing

green infrastructure demonstration projects. At Douglas Park, the Village should ensure that hiking trails are in high-quality condition, to promote opportunities to experience the outdoors within Sleepy Hollow.

5. Reduce the amount of impervious surfaces throughout the Village.

Impervious surfaces increase stormwater runoff, which has several negative impacts. Runoff carries pollutants from impervious surfaces into waterways, such as the Pocantico River, Fremont Pond, and the Hudson River. Reducing impervious surfaces allows for stormwater to filter into the ground, more slowly traveling downstream and filtering out pollutants. Impervious surfaces also exacerbate stormwater flooding. During heavy rain events, stormwater is not able to slowly filter into the ground, instead quickly flowing downstream. Pervious pavement, parks and open space, increasing the number of street trees, and green infrastructure facilities such as bioswales and raingardens all help to reduce stormwater runoff. In some cases, these green infrastructure best management practices can be implemented as demonstration projects, providing education about the benefits of addressing stormwater with green infrastructure.



Examples of Potential Green Infrastructure Facilities

Sources: Green Infrastructure Digest, Tip of the Mitt Watershed Council

SUSTAINABILITY

The Sustainability Action Area incorporates economy, quality-of-life, social, and environmental principles to ensure that the recommendations stated in this plan are viable in the short-, medium- and long-term. This Action Area seeks to prioritize policies and services that reduce greenhouse gases, energy consumption, waste production, and the discharge of raw sewage and other contaminants into the other water bodies. It also seeks to protect and encourage contained and compact use of land that links the local economy with transportation and housing, and integrates green infrastructure into the streetscape and new developments. The objective is to build fiscally responsible recommendations that provide social mobility, protect the environment, and improve the economy.

The Comprehensive Plan addresses issues related to sustainability throughout. For example, the Connectivity Action Area discusses strategies to increase walkability and bikeability, and the Housing Action Area addresses the need for greater affordability. This Action Area highlights key strategies that are mentioned elsewhere in the plan, and it also details sustainability strategies that do not show up in other sections.

The Sleepy Hollow Environmental Advisory Committee (EAC) was established to build awareness and support for the development, management, and protection of the Village's natural resources. The EAC also provides guidance to the Village in helping to project natural resources and environmental review. Some of the EAC's focus areas have included waste reduction and recycling, water conservation, and management of invasive plant species. The EAC has also participated in initiatives to promote improved pedestrian and bicycling conditions in the Village.

In 2014, the Village adopted the NYC DEC Climate Smart Community Pledge. The EAC is working with the Village to achieve a minimum of bronze level under this program. The Village is planning on establishing a Climate Smart Task Force and appointing a Climate Smart Community Coordinator to advance these goals. The Village has taken additional steps to address climate change. For example, the River House was raised two feet to protect from storm surge and sea level rise; the Edge-on-Hudson site was elevated in response to floodplain projections; and the conceptual plan for **the East Parcel Sleepy Hollow Common**, which is located in a floodway, allows for periodic flooding.

1. Reduce energy consumption and greenhouse gas emissions by Village operations and the community as a whole

The Village should explore strategies to reduce energy consumption and greenhouse gas emissions by municipal operations, as well as homes and businesses. Energy and greenhouse gas reductions require different strategies for the public versus the private sector; however, in both cases, these strategies can come with energy

cost savings that help to stabilize the Village's fiscal outlook while making it more affordable to live and work in Sleepy Hollow.

The first step in reducing energy use and greenhouse gas emissions is creating an inventory in order to establish benchmarks and set long-term goals. With goals set, the Village can come up with a plan to create municipal policies and community regulations or incentives to meet those goals over time. There is no single policy that can accomplish meaningful long-term energy and greenhouse gas reductions, so a comprehensive strategy is needed. Also, policy must be set with an understanding of short-term costs—both for the Village itself as well as for residents and businesses—to ensure that sustainability measures are supportive of affordability.

Municipal energy and greenhouse gas emissions can be reduced through building operations and the municipal fleet. Some solutions have high up-front costs, so capital expenditures and procurement policies can be put in place to replace mechanical systems, lighting, and vehicles over time. The Village can establish green building standards for new facilities, but there are measures that can reduce energy use, greenhouse gas emissions, and costs in existing buildings as well. Replacing municipal exterior lights with LED fixtures can achieve energy cost savings that pay for the cost of retrofits in the short term. Measures to retrofit existing buildings should be undertaken in coordination with an energy audit that helps to prioritize improvements with the highest cost-benefit.

Community energy and greenhouse gas emissions are made up of energy consumption by homes, businesses, and transportation. Community energy use and emissions can be reduced with a combination of strategies, but the Village must determine the right balance for Sleepy Hollow of regulations, incentives, and educational programs. This balance is important to ensure that local residents and businesses are not overburdened by new regulations where less punitive strategies such as incentive programs and education can have an impact. Energy use and greenhouse gas emissions can be reduced by the community as a whole through green building standards, renewable energy, and education about ways to reduce energy consumption in homes and businesses.

In 2018, the Village adopted the Community Choice Aggregation Program, a program through Sustainable Westchester, that gives participating municipalities the ability to pool resources to purchase renewable energy at less expensive rates. Through this program, the Village signed a contract with Westchester Power to provide a renewable energy option for residential electric customers. The Village should continue its progressive work in encouraging use of renewable energy in Sleepy Hollow.

2. Identify strategies to reduce waste, increase recycling rates, and promote composting.

The Village has explored strategies to limit consumption of plastic bags, and it has been determined that this should be addressed at the Westchester County level. A local law would impact Sleepy Hollow businesses, potentially harming these local businesses in comparison to surrounding communities. Local initiatives could include encouragement or incentives for local businesses to reduce plastic bag use, marketing programs, and education programs at local stores. The Village should also explore deploying more trash and recycling receptacles. Some municipalities have used smart waste and recycling receptacles (e.g., Big Belly), which are solar powered, sensor equipped, and compact waste on-site to increase capacity and reduce collections.

Under an inter-municipal agreement promoted by the Sleepy Hollow EAC, the Village is currently partnering with Tarrytown to allow Village residents to drop off food scraps at Tarrytown's compost pickup site located at the Tarrytown Senior Center in Pierson Park. Under this program, food scraps are currently carted to a facility in Ulster County for processing into compost. Westchester County is currently studying the potential for a county-wide compost collection and processing facility that would eliminate the need to cart food waste out of the county, and the EAC is supportive of the County efforts in this direction. The Sleepy Hollow EAC is discussing the potential for municipal compost collection by Westchester County. Currently, the Village has partnered with Tarrytown to allow Village residents to drop off food scraps at Tarrytown's compost pickup site at Warner Library.

3. Develop strategies to improve local ecological resources, biodiversity, and public health.

Preserving Sleepy Hollow's natural beauty and improving natural habitats go hand in hand with improving air and water quality for healthier neighborhoods and families. Strategies to improve water quality, preserve habitat and open space, increase street trees, mitigate flood risk, address invasive species, and encourage green infrastructure are discussed in greater detail in the Natural Environment Action Area.

Street trees are an asset for the Village, helping to reduce stormwater runoff, mitigate the urban heat island effect, and beautify the Village. The Village is currently doing analysis of existing street trees on Beekman Avenue. Sleepy Hollow could consider enhanced tree pits, which help to filter and slow stormwater runoff from hardscape, reducing combined sewer overflows.

4. Encourage smart growth and more intense development in pedestrian and bicyclist friendly areas, near commercial areas, and in close proximity to public transit.

Sleepy Hollow is strategically located in the New York metropolitan region to capitalize on its access to public transportation as a well to spur economic development. This includes promoting transit by improving connections to the Metro-North train stations, as well as making it safe and comfortable for residents, workers, and visitors to walk and bike around the Village where possible. It also includes land use and housing strategies that concentrate new development in locations with access to transit.

Approaches to promoting sustainable transportation methods are discussed in the Connectivity Action Area, while development and housing issues are covered in the Action Areas for Land Use and Housing.

COMMUNITY RESOURCES

The Community Resources Action Area comprises tangible and intangible resources, such as historic and civic sites, as well as Sleepy Hollow's historic identity, cultural diversity, and community organizations. It also includes permanent resources and temporary events as assets that reinforce the community and have the potential to position Sleepy Hollow as a destination for tourism, festivals, and food events. Similar to other Action Areas, Community Resources crosses the Village boundary to review and extend its partnership with Tarrytown and Mount Pleasant, as they share historic, educational, and natural resources, as well as organizations. The objective is to support and link these assets to extend their presence and participation in Sleepy Hollow's future and decision making.



1. Identify and support existing art and cultural organizations and create opportunities for new organizations to join the local arts community.

Sleepy Hollow has a thriving community of arts organizations and independent artists. However, this community has limited visibility beyond the Village. A central space, shared among artists and organizations, could be one strategy to increase visibility, provide resources to artists, and attract more attention to the community. A community art space would also create an opportunity for more programming, such as gallery events, small theater productions, and dance performances, as well as a space to invite other artists from beyond Sleepy Hollow. The greatest barriers to creating a more established presence within the arts community are funding and administrative capacity. Additionally, the Village should ensure that different types of creative spaces are allowed under the zoning code. In particular, the Village should allow art galleries and live/work spaces in commercial and industrial zoning districts.

2. Continue to promote Sleepy Hollow as a destination to visit historical resources.

Sleepy Hollow has a well-established brand as a destination to visit meaningful historical resources. From Historic Hudson Valley properties including Philipsburg Manor and Kykuit, a site of the National Trust for Historic Preservation, to the Sleepy Hollow Cemetery and Washington Irving's grave, to the Old Dutch Church, and events surrounding the legend of the Headless Horseman, Sleepy Hollow's historical assets are a strong draw and foundation of the local tourism economy. These attractions should be supported to ensure that they continue to provide that foundation.

Meanwhile, the Village can also seek ways to build on this foundation to draw visitors during other parts of the year. While many of the historical sites are successful in capitalizing on events during the fall season, more consistent tourism would also help to support other objectives, such as revitalizing the downtown area. Year-round events such as historical walking tours, educational programs, or other events could contribute to a broader tourism economy.



St. Teresa of Avila Church



Sleepy Hollow Chilean Festival



Figure 19: Municipal Services

3. Strengthen public health institutions to promote health and wellbeing.

Knowledge about—and access to—affordable healthy nutrition, physical activity, and preventative medicine are all factors in promoting public health and wellbeing. As home to Phelps Memorial Hospital and the Open Door Family Medical Center, Sleepy Hollow enjoys key public health assets providing both high-quality medical care for the region as well as localized, affordable primary care services. These institutions should be supported to ensure that they continue to thrive.

The Village should also work with these public health institutions, as well as the school district and the Village of Tarrytown, to promote knowledge about and access to affordable healthy nutrition, physical activity, and preventative medicine. Potential opportunities to explore include additional community gardens and a year-round farmer's market.

MUNICIPAL SERVICES

This Action Area discusses the number, location, capacity, and efficiency of current facilities and services provided by the Village. It examines needed updates due to Sleepy Hollow's shift from a manufacturing-based to a service-based economy, as well as ongoing population changes and the availability of new technologies that allows for greater efficiencies. Sleepy Hollow shares certain municipal services with surrounding government entities (e.g., the Tarrytown Union Free School District (TUFSD)). This Action Area examines opportunities to expand shared municipal services and partnerships with other public and private entities, and identifies strategies to rationalize municipal facilities to enhance the tax base and ensure continued high-quality Village services.

1. Address the growing demand for public safety services.

Discussions with the Village's public safety and emergency-services providers indicated a concern about balancing increased demands for those services – reflecting existing development as well as Edge-on-Hudson – with a shrinking volunteer pool for the Fire Department and the Ambulance Corps. At the same time, some of the current facilities for these providers are outdated and inadequate to serve Sleepy Hollow's existing population, and they may not be best located to serve the community. The Village needs to carefully evaluate the number, location, and condition of these facilities, to ensure that they are optimal for serving the population, but are efficiently structured to maximize the Village's fiscal health.

Village Hall

Sleepy Hollow Village Hall is an aging building that currently houses the majority of the Village's municipal functions. In addition to administrative offices, Village Hall also houses the Police Department and three companies of the Fire Department. The building is outdated and constrained. Village Hall also would need upgrades to continue to serve the community. Given new development at Edge-on-Hudson

and the East Parcel, there may be potential funding and available land elsewhere in the Downtown to explore relocation of Village Hall to a larger facility that better serves local residents. Relocating Village Hall would also open up a key site on upper Beekman Avenue for redevelopment and additional tax revenue.

Fire Department

The Sleepy Hollow volunteer Fire Department has five companies located at three stations in the Village (Beekman Avenue, Lawrence Avenue, and Cortlandt Street). Between the five companies, the fleet consists of three engines, one tower ladder, one rescue, and three Chief vehicles. The fleet previously included a marine rescue vehicle, but it is no longer in service. The department includes approximately 35 active volunteers.

The primary challenges faced by the Fire Department are the need to upgrade facilities and a strategy to retain a shrinking volunteer base as members age and housing prices rise. The three stations are aging and will eventually need to be replaced or expanded. Because these facilities need to be located in the Downtown, there may be an opportunity to consolidate from three buildings into one or two. The issue of the shrinking volunteer base may need to be addressed through housing policy.

Sleepy Hollow Ambulance Corps

Sleepy Hollow's Ambulance Corps is a volunteer organization that is assisted by paid staff members. The Corps operates two basic life support ambulances and an Emergency Medical Technician fly-car. The Ambulance Corp is located at 29 Andrews Lane, in a building that was constructed as a temporary facility in 1960. The Ambulance Corps responds to a growing number of calls every year, exceeding 1,000 calls annually in recent years, and this number is expected to continue increasing with the development of Edge-on-Hudson.

The current Ambulance Corps building, in addition to being outdated, also lacks basic services, such as separate bathrooms and showers, and sleeping quarters. The Corps also expects that it will need an additional ambulance to serve the growing population when Edge-on-Hudson is developed. As with the Fire Department, the Ambulance Corps also struggles to retain its volunteer population, as younger workers are priced out of the Village and trained paid personnel leave for other municipalities with better benefits and newer facilities.

Police Department

The police department is a paid force, unlike the Fire Department and Ambulance Corps, and does not have the same issues with staffing as the other public safety services. The primary crime issues served by the local police include larceny/burglary and drug dealing. The Village shares some services with the Town of Greenburgh, notably the drug and alcohol task force. The police department also has a shared services agreement with the Village of Tarrytown. There may be other

opportunities for shared services to increase efficiency. The police department does not have major equipment needs; however, the current location at Village Hall is inadequate, so the police department is interested in exploring opportunities to relocate to a new facility within the Village.

2. Enhance quality-of-life in the Village by improving maintenance of the public realm.

Participants in the Comprehensive Plan process consistently raised concerns about the condition of streetscapes in the Downtown. These issues include waste collection of street garbage cans, condition of sidewalks, street trees, perception of safety issues, and overall maintenance of the public realm.

3. Explore opportunities to increase shared services agreements with surrounding municipalities.

Sleepy Hollow already shares some municipal services with surrounding communities. For example, the school district and library are shared with Tarrytown, and public safety in Sleepy Hollow has existing shared services agreements with neighbors to ensure the public health and safety of the Village as well as surrounding municipalities. Further, New York State is actively encouraging smaller municipalities to expand shared services and consolidation as a way of increasing efficiency, reducing costs, and creating opportunities to reduce taxes.

The Municipal Restructuring Fund (MRF) is a local government assistance program designed by the New York State Department of State (NYSDOS) to stimulate permanent property tax reductions resulting from shared services and municipal consolidations. The program provides funding to support projects that implement additional shared services and consolidation. Sleepy Hollow could explore opportunities to increase shared services and seek out state funding to support such transitions.

4. Diversify and strengthen the tax base

A significant portion of the Downtown area contains land that is either non-taxable due to its nonprofit or municipal use, or is significantly underutilized due to vacancy or single-story buildings. The Village can explore strategies to mitigate this issue by considering consolidation of some municipal use, as discussed above, thereby reducing the extent of non-taxable property.

In addition, the Village should look into ways to incentivize adaptive re-use of institutional buildings, such as churches that are closed, and should review existing zoning provisions (area/bulk and parking) to better facilitate the redevelopment of vacant and underutilized sites. Institutional buildings could be repurposed for housing, retail, indoor recreation, arts and culture, or other activities that will bring people downtown while contributing to the tax base.

As discussed in Section 2: Existing Conditions and Trends, Sleepy Hollow is one of the communities in New York State that adopted the homestead tax option. However, the Village is due for a revaluation and should explore whether the homestead tax option still makes sense for the Village. While it remains important to ensure that residential property owners are not overburdened, there is also a concern that the homestead tax option has created a disincentive for commercial investment, particularly in the Downtown.

5. Continue to support efforts by the Sleepy Hollow Local Development Corporation (LDC)

The Sleepy Hollow LDC was created in 2014 to support employment opportunities and economic development in Sleepy Hollow through the use of selective financing, real estate development, public works, and business partnerships. In its early years, the LDC's primary role has been development of the East Parcel. This work continues and the LDC is leading the way in guiding developing of the concept plan and seeking funding for this transformational project. In addition, the LDC should continue to support its mission by seeking additional economic development partnerships. The LDC is an important tool for the Village to attract investment in support of Sleepy Hollow's priorities. Future work that the LDC could take a lead role on could include guiding redevelopment of Village-owned properties, such as the DPW building and UAW site.

GOVERNANCE, COMMUNICATION, AND TRANSPARENCY

Well-developed community governance encourages participation by citizens and sustains cooperation among neighboring municipalities, regional and state agencies, and national bodies. A strong local government encourages inclusion of the public, collaboration with surrounding municipalities, and coordination with the business community. A well-governed community achieves a balance that provides benefits to residents and neighborhoods, as well as workers and businesses.

1. Explore opportunities to collaborate and partner with neighboring municipalities and regional agencies.

Sleepy Hollow shares many resources with its neighbors along the Hudson River, including roads, public transit, and the waterfront. The Village recognizes that many of the issues that it faces must be dealt with collaboratively with its neighbors and with appropriate regional agencies. For example, the Route 9 Active Transportation Conceptual Design Plan is a cross-jurisdictional effort, funded by the Community Benefits Program of the new Mario M. Cuomo Bridge, looked at ways to improve biking, cycling, and bus conditions along the entire Route 9 corridor in Sleepy Hollow, Tarrytown, Irvington, Dobbs Ferry, and Hastings-on-Hudson. Potential implementation of that plan will require further coordination among the villages, as well as State and regional agencies including NYSDOT and Westchester County,

and other stakeholders including property owners directly affected by the plan's proposed recommendations. Some of those recommendations may also require additional environmental review before they can be implemented.

Additional opportunities for collaboration include ongoing exploration of the potential for shared services and working with Tarrytown in particular on joint economic development strategies such as downtown business development and marketing.

2. Improve forms of communication to the community to seek out meaningful input in decision-making processes.

Participants in the comprehensive planning process, especially representatives of the Spanish-speaking community, expressed a need for more effective and consistent community outreach efforts. The Village has already begun to address this area, with the recent hiring of a community liaison. Other areas of focus include the Sleepy Hollow website, which should be upgraded to be more user-friendly and allow for better dissemination of information including scheduled public events and meetings and minutes of past meetings. In addition, the Village should commit to an open and transparent process to implement the recommendations of this Comprehensive Plan. One strategy is to establish an ad hoc Comprehensive Plan Implementation Advisory Committee to assist the Board of Trustees in prioritizing and implementing Plan recommendations. Another is to conduct further engagement with the community on recommendations that require more analysis, such as future development of the current DPW site.

3. Continue to establish strategies to reach out to the Spanish-speaking community.

The Spanish-speaking community is an important stakeholder group in Sleepy Hollow, representing more than half of its population. The Village must continue to make concerted efforts to engage this community – recognizing that it is not a monolithic group, and reflects a range of issues and priorities. Regular meetings should be established with Spanish-speaking residents and business owners, at times and locations that are convenient, and the Village's community liaison should brief the Board of Trustees regularly on their concerns. In addition, the Village should regularly translate notices of events and services and post them on the municipal website as well as to the Spanish 10591 Facebook page. Representatives of the Spanish-speaking community also expressed a need for more on-the-ground outreach such as flyers in local stores or placement of comment boxes in the Downtown, where people can anonymously report problems or ideas to the Village.

4. Implement policies to increase operational efficiency, share information with the public, and improve government services.

The concept of "Smart Cities" has emerged as a result of new technologies that use communication technology and data to improve quality-of-life and the efficiency and effectiveness of municipal operations and services. Smart City strategies can help municipalities better disseminate information to constituents and track municipal

services across a variety of metrics. The use of these technologies should be balanced against the Village's capacity to implement them, and should be based on further analysis as to which measures would be more effective and feasible. Some strategies that Sleepy Hollow could consider include smart management systems for drinking water supply, tracking systems for municipal energy consumption, and management of transportation and parking systems. In addition, the Village should explore the feasibility of providing public Wi-Fi, either Village-wide or in a targeted area like downtown. The Planning Board is interested in streamlining their application process to facilitate development review. The Board has already provided additional information and forms on the Village website and should continue efforts to improve the process.

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SECTION IV: STRATEGIES AND RECOMMENDATIONS

The 2019 Comprehensive Plan for Sleepy Hollow builds on substantial recent investment in the Village, changing local demographics, and evolving regional trends. The Plan provides a framework for the Village to continue addressing ongoing issues, reflects how the Village has changed in the past few decades, and lays out what its priorities should be moving forward.

The following strategies and recommendations were developed based on an extensive process that included substantial research, analysis, public outreach, and involvement of key stakeholders, all guided by a committee of local residents and community leaders. This process culminated in an overall vision and planning goals for each of 10 action areas. Each action area includes strategies and recommendations to guide the Village for the next 10 years and beyond.



Economic Resources: Recommendations

1. Strengthen the unique identity of Sleepy Hollow's retail areas to attract more residents and visitors from the region.

E-1a: Create a vision for the future of each of the Village's commercial areas

Although close in proximity, each of Sleepy Hollow's commercial areas has a unique character that distinguishes them from each other, as well as surrounding communities. The Village should seek to reinforce these distinct areas and promote their unique qualities.

Work with the Sleepy Hollow Merchants Council, the Sleepy Hollow Tarrytown Chamber of Commerce, local businesses, and property owners to create a cohesive and unique vision for each commercial area.

This effort could include unique branding, signage, streetscape treatment, and events for each of the distinct downtown business areas (Beekman Avenue, Cortlandt Street, Valley Street, Broadway, and future mixed-use areas in Edge-on-Hudson).

E-1b: Create a marketing and branding strategy that targets regional visitors, tourists, and potential new residents.

Marketing and branding can help discover, define, and design Sleepy Hollow's unique advantages to attract businesses, residents, and visitors. The process of creating a "brand" for the Village would include research, strategy, creative development, and public input.

A Village-wide marketing and branding strategy should highlight historical assets, the Legend of Sleepy Hollow, the waterfront, and the community's thriving Latin-American community.

The strategy should coordinate with tourism assets to encourage visitors to explore commercial areas within the Village.

Sleepy Hollow's Hispanic businesses should be marketed as a unique cultural asset.



Images of the Inner Village

2. Reduce the number and impact of retail vacancies and improve the quality and variety of the retail and restaurant mix in and around the downtown.

E-2a: Develop a strategy to reach out to property owners with long-empty storefronts to encourage new business activity.

Create design guidelines for vacant storefront windows to improve appearance, such as requiring that vacant storefront windows be covered with art.

Consider implementing a vacant building registry to track vacancies and provide a mechanism for collecting fees from owners of vacant buildings to encourage occupancy of vacant downtown space.

Coordinate with the Sleepy Hollow Merchants Council and Sleepy Hollow Tarrytown Chamber of Commerce to attract new businesses and match them with available retail and commercial space. Work with the Chamber to develop and maintain a list of available space.

E-2b: Conduct a retail market assessment to identify the demand for particular types of retail, and strategies to attract tenants to downtown.

The goal of a retail market assessment is to understand barriers that prevent attraction of new businesses and to develop an implementation strategy to respond to these barriers.

The process would be guided by Village staff, local stakeholders, and public input.

Recommendations would build on existing strengths and opportunities in the Village, such as Sleepy Hollow's multicultural population, proximity to New York City, waterfront and natural resources, growing local population, and ability to attract visitors from surrounding areas.

E-2c: Create a welcome packet and/or online landing page for prospective new businesses outlining the process and contacts necessary for operating in the Village.

These resources would describe the permit application process, code requirements (zoning, building, fire, health), license requirements, and other resources.

The welcome packet/prochure would be paired with a robust website and online portal to provide information and necessary forms for applicants.



Pocket Park in the Inner Village



Existing DPW Site on River Road

3. Implement streetscape and façade improvements to make Beekman Avenue, Cortlandt Street, and Valley Street more attractive for residents, visitors, and new businesses.

E-3a: Update and expand design guidelines.

Update existing design guidelines and explore expanding where they apply to ensure that new development downtown contributes positively to the public realm and creates a welcoming experience.

Currently, the Architectural Review Board refers to the Downtown Sleepy Hollow Façade Renovation Design Standards and Design Guidelines for the Lighthouse Landing Riverfront Development (both adopted in 2011). However, both of these standards are limited in scope and could be expanded to apply to additional new development sites, particularly in the Downtown.

E-3b: Explore strategies to incentivize local property owners to improve storefront appearance and maintenance, such as a façade improvement program.

Building façades are an important part of the pedestrian environment and affect the experience of Downtown residents, workers, shoppers, and visitors. Improved façades would encourage pedestrians to linger downtown and frequent local shops and restaurants.

A façade improvement program that funds and guides development of new storefront signs, awnings, and display lighting could help to improve the retail environment on Beekman Avenue, as well as on Cortlandt and Valley Streets. Such a program could be implemented as a matching grant program with criteria to ensure funds meet the program's objectives of improving the public realm on Sleepy Hollow's commercial corridors.

E-3c: Improve streetscape on Beekman Avenue, Cortlandt Street, and Valley Street to provide additional lighting, signage, street furniture, street trees, public art, and improvements for pedestrians and cyclists.

Design, signage, landscaping, and signals can create a more inviting streetscape that encourages walking and cycling throughout the Village.

Streetscape improvements could also include sidewalk improvements (including provision for outdoor dining where space is sufficient), traffic calming, bike lanes, and gateway signage.

E-3d: Identify potential locations for public plazas and pocket parks.

Plazas and pocket parks improve the downtown experience by creating space for vegetation, seating areas, programming, and events.

The benefits of creating small open space areas should also be balanced with the Village's capacity to maintain additional park areas.

E-3e: Consider creating a Business Improvement District (BID) to supplement the work currently performed by the Sleepy Hollow Merchants Council.

BIDs help to support economic development, new business attraction, and commercial investment. They can also provide supplemental sanitation services, organize activities and events, and provide funding for building improvement programs.



Figure 20: Hubs of Activities Map

BIDs are typically funded through a self-assessment by property owners and businesses located within the district.

The advantage of a BID over other commercial district organizations is that their funding stream allows for dedicated staff to assist in marketing and promotion of the district. This must be balanced against the ability of local property owners and businesses to pay the assessment on top of existing expenses.

4. Expand access to local jobs

E-4a: Encourage local hiring for projects receiving local incentives (e.g., IDA, LDC).

Local hiring for projects participating in local incentive programs would help to keep public investment in the community by supporting the Village's job base. Such a program would help to ensure that funding spent in Sleepy Hollow would benefit the local economy and make it easier for local workers to live in the Village.

E-4b: Study options to improve transit connections between local neighborhoods, transit hubs, and job centers.

Transportation options connect with economic development by ensuring that workers have affordable ways to get from their homes to their jobs.

Last-mile solutions and strategies to connect workers to job centers would make it easier for local workers to live in the Village and also improve options for workers who travel to job centers that are not currently served by adequate transit options (Figure 20).

Some strategies that could be explored by this recommendation could include a local shuttle service, partnering with ride-share programs, and advocating for other service improvements by Metro-North and Westchester Bee-Line.

E-4c: Seek opportunities to attract new businesses to Sleepy Hollow.

Encourage creation of coworking space by allowing these uses in the C-2 zoning district.

Freelancers, startups, and innovation enterprises need affordable, flexible spaces designed for their needs. Shared commercial kitchens, for example, could serve multiple tenants in the food processing, catering, wholesale, or food retail sectors. Shared space also allows businesses to launch with lower risk and significantly reduces barriers to entry.

Housing: Recommendations

1. Reduce overcrowding, improve safety and quality-of-life, and provide affordable housing and diverse housing types.

H-1a: Complete a comprehensive housing study of the Downtown.

A housing study would identify strategies to balance revitalization and preservation of affordable housing in the Downtown and encourage a wide range of new housing types to support market demand including young professionals, seniors, existing residents, and workforce housing.

Outcomes of the study could include:

- Strategies to legalize converted apartment units that can be brought up to safe standards.
- Program to assist property owners in improving existing buildings while preserving existing affordable rental units. This could include financial incentives to designate (via deed restrictions) existing multifamily housing as affordable, working with a local or regional affordable housing specialist to facilitate and/or manage the market-to-affordable process and the future management of the affordable units.
- Evaluation of Village-owned property as potential sites for new affordable or workforce housing.
- Promotion of increased owner-occupancy of multifamily dwellings through tax breaks or expediting permitting process. Could include working through the LDC or partnering with local banks to provide low-interest-rate mortgages, with priority given to existing residents to encourage existing renters to become owner occupants.
- Consider allowing Accessory Dwelling Units (ADUs) in single-family neighborhoods.
- Provide incentives to encourage inclusionary housing (setting aside affordable units in market-rate developments).

H-1b: Create a strategy for more consistent enforcement of building code violations that ensure safety and better living conditions.

Sleepy Hollow's combination of constrained area, housing costs, and low- to moderate-income population have created a shortage of workforce housing. Some housing units have been converted to provide basement or divided apartments that do not meet modern code standards.

Safety concerns include fire protections, egress, and protections for first responders.

Enforcement of building code violations should be carried out in a way that is sensitive to the Village's housing needs and encourages property owners to bring buildings up to code while limiting displacement of existing residents.

H-1c: Develop a strategy to phase out nonconforming industrial uses from residential areas.

In some parts of the Downtown, legacy industrial uses remain that impact the Village's gateways and impact quality-of-life for surrounding residential areas. Phasing out industrial uses would provide opportunities to improve the experience of entering the Village, especially on the routes from the Tarrytown Metro-North Station into Sleepy Hollow, as well as provide additional sites for new housing.

2. Encourage diverse housing types that support a range of ages, incomes, and cultures in the Village.

H-2a: Attract private developers to create workforce housing in the Village.

Sleepy Hollow has relatively little land available for new development. Even as Edge-on-Hudson is poised to provide over 1,000 new residential units over time, the Village's key housing shortage will be among workforce housing units.

The Village should identify publicly owned land or other development sites that are appropriate for workforce housing and should also encourage developers to utilize incentive programs that provide tax credits in exchange for building housing that is affordable to the local workforce.

H-2b: Explore potential to facilitate accessory apartments in single-family homes.

Accessory apartments are small residential units that can be included as secondary units on the same site as another home. Allowing accessory apartments in single-family homes would be a strategy to increase Sleepy Hollow's housing stock for moderate-income residents, while also providing an option for single-family home owners to reduce their own housing cost burden. This would also be a strategy to increase housing options in the Village's single-family residential neighborhoods without altering the neighborhood character.

3. Explore opportunities to capitalize on the Village's proximity to public transportation, access to New York City, and pedestrian-friendly Downtown.

H3-a: Encourage transit-oriented development in Downtown Sleepy Hollow.

The Village has a compact, pedestrian-friendly downtown in close proximity to public transportation.

The Village should encourage new development on Downtown sites to promote transit-oriented development.

H3-b: Redevelop DPW site

The existing DPW site on River Street will become a development opportunity when the DPW relocates to the East Parcel.

The current site should be explored for the type of uses and community benefits that should be provided in association with any future development of the site.

Creating a vision for this site should involve the community to ensure a strong connection to the waterfront, preservation of character and scale, and exploration of the potential for public space.

This site has been rezoned to encourage mixed-use development, which could include residential, commercial, and retail uses.

H3-c: Explore regulatory changes to promote mixed-use and/or residential redevelopment of sites in the Downtown.

There are privately owned sites in the downtown that could become future development opportunities.

Where appropriate, the Village should consider regulatory changes to promote new development and use changes to encourage transit-oriented development and contribute to the Village's housing and economic development needs.

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Land Use and Zoning: Recommendations

1. Resolve mismatches between designated zoning and actual land use in the Downtown, focusing commercial zoning on the core retail areas along upper Beekman Avenue, Cortlandt Street and Valley Street (Figure 21).

L-1a: Revise the R-4A zoning on Hudson Street to preserve residential character.

Explore revising the R-4A district mapped on Hudson Street, which may be ready for a new vision and zoning that will help to encourage redevelopment.

Preserve residential character in the middle of the block and encourage retail/commercial/mixed-use nodes at either end, near Beekman Avenue and Division Street.

L-1b: Revise the C-2 zoning to encourage renovation of existing buildings and development of affordable housing near the train station.

Existing land use on Clinton Street does not match the C-2 zoning that is mapped in this area of the Village.

This zoning designation may act as a barrier to renovation or development of properties on Clinton Street between Beekman Avenue and Cortlandt Street.

One objective here may be to encourage affordable housing in close proximity to the Tarrytown Metro-North Station.

L-1c: Consider creating an overlay zone for the lower portion of Beekman Avenue, to protect the existing residential character and scale of the buildings.

Lower Beekman, from Clinton Street to Kendall Avenue, is currently a stable, well-maintained, largely residential corridor. This section of Sleepy Hollow's primary commercial corridor is a solid and walkable residential area.

Current zoning here matches the more consistently commercial parts of Beekman Avenue, anticipating a transition to a continuous commercial corridor from Broadway to the waterfront. However, the market has not led the way, and while some non-residential uses may be appropriate (e.g. professional offices, child-care centers, or small boutiques), the current residential character should be maintained.

An overlay zone for this portion of Beekman Avenue could take a form-based zoning approach, in which the scale, massing, and bulk of buildings is regulated, but the use within those buildings can be more flexible. Such an approach could allow for a range of commercial uses, but at a scale that is compatible with the existing neighborhood character. Current residential uses would also continue to be permitted.

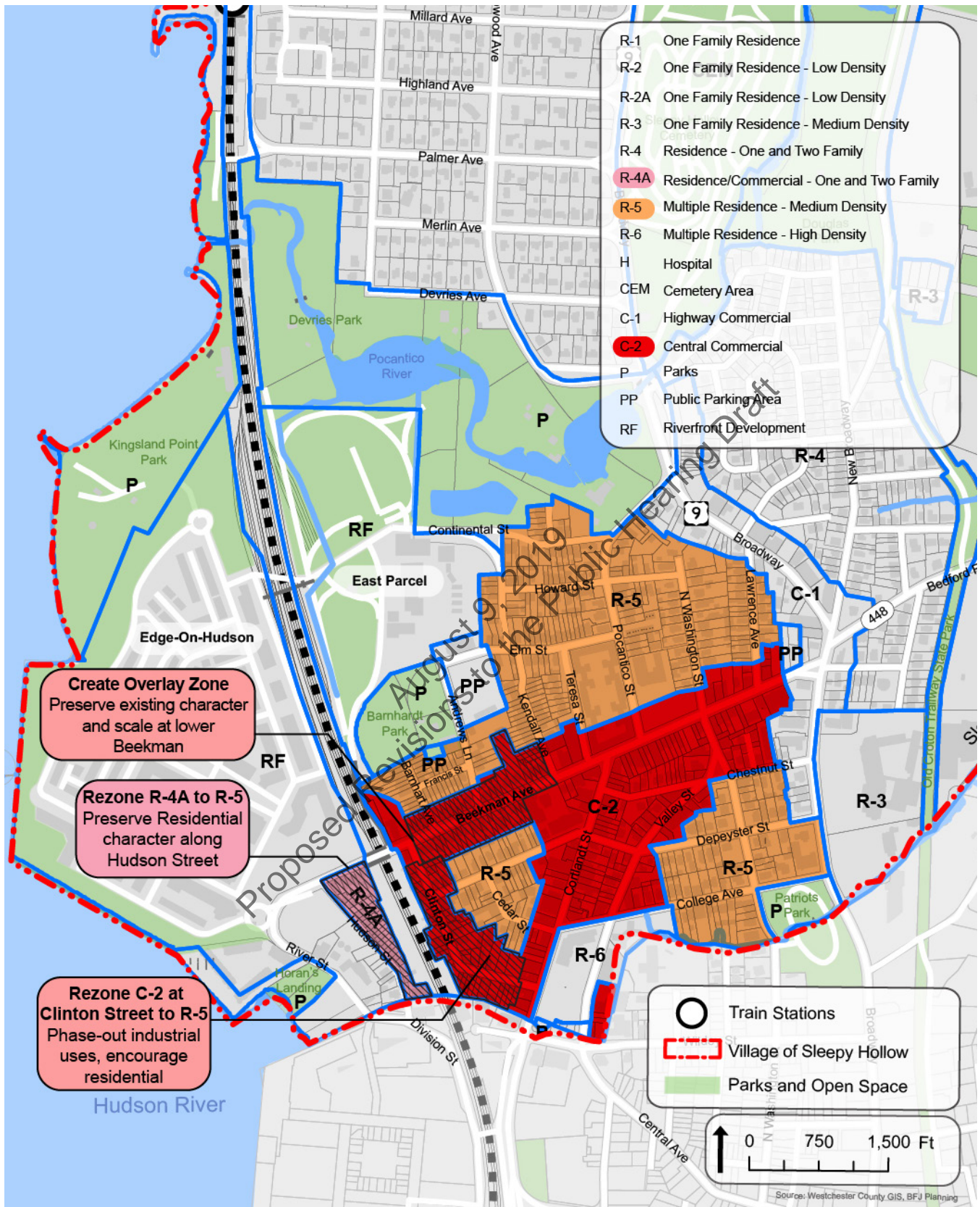


Figure 21: Potential C-2 and R-4A District Modifications

2. Eliminate barriers in the zoning code that prevent revitalization, while preserving existing community scale and character in areas where it is desired.

L-2a: Adjust the requirement for site plan approval for a change of use, only requiring it where the parking demand would increase.

Typically, site plan approval is a tool for the Planning Board to evaluate substantial changes in building and site configurations. However, by requiring site plan approval for a change in use when the new use is permitted by the zoning code, the Village is presenting an unnecessary barrier to new businesses, adding time and cost.

Use changes, when the new use is permitted by the zoning code, should not be subject to site plan review in most cases. When the new use requires an increase in parking, it makes sense to require site plan review so that the Planning Board can ensure that parking issues are mitigated.

L-2b: Establish a package of zoning incentives, such as increased building height in the C-2 district and portions of the R-5 district

Zoning incentives could be achieved in exchange for meeting objectives such as:

- Provision of a public amenity such as a park, off-site public parking, streetscape improvements, etc.
- Incorporation of green infrastructure measures such as green roofs, rain gardens, bio-retention areas, vegetated swales, infiltration planters or cisterns.
- Payment into a neighborhood stabilization fund to provide for building repairs, landscaping and similar measures to improve housing conditions.
- Provision of designated affordable and/or senior housing.

L-2c: Review permitted uses, area and bulk requirements, parking requirements, and other provisions of the Central Commercial (C-2) zoning district to remove barriers to entrepreneurs, new business types, and experiential retail.

Create flexibility in the zoning code to allow downtown business to provide multiple services in the same tenant space. For example, a retail store could contain accessory uses such as a coffee/snack bar, a gallery space, or an event/class space. Such accessory uses would not require additional parking and could have different hours of operation.

Eliminate the locational limit for restaurant or food service establishments in the C-2 zone. Currently, § 450-49 of the zoning code provides that no portion of a property used for a restaurant, food service establishment, deli, tavern or bar can be within 200 feet from any lot used for another such establishment. This outdated provision could be limiting the future location of food-related uses, which were indicated in the online survey and throughout the planning process as highly desired by the community.

Remove the requirement, found in § 450-51 of the zoning code, that nonresidential portions of mixed-use buildings (commercial and residential) must be limited to the first floor; this would allow for offices as well as residential uses on upper stories.

Consider allowing height/density bonuses in exchange for providing community benefits (e.g., public facilities, open space, affordable/workforce housing, compliance with design standards, green infrastructure, green building, or other amenities).

L-2d: Eliminate inappropriate auto-oriented uses (such as car washes) as permitted uses in the C-2 zone.

The C-2, which generally coincides with Sleepy Hollow's central business district and dense residential areas, may not be appropriate for auto-oriented uses. Most such uses have naturally located on Broadway/Route 9 and should be phased out of the C-2 over time.

L-2f: Ensure that appropriate types of home-based business are allowed in residential neighborhoods.

As types of professional work change in the 21st century, the Village should ensure that there is flexibility to allow home-based businesses, even in single-family residential neighborhoods. The Village should explore a process to evaluate what types of home-based businesses would be appropriate and limit negative impacts, notably traffic, parking, and delivery truck activity.

L-2g: Review parking and loading requirements to ensure they are supportive of a business-friendly environment while balancing actual parking needs.

For example, consider:

- Establishing a higher requirement for medical offices vs. professional offices.
- Exempting small (under 5,000 sf) businesses from loading requirements.
- Making the provisions for off-site parking more flexible to encourage their use.
- Exempting ground floor retail/commercial in existing buildings from parking requirements

3. Update zoning to prevent inappropriate scale of new development.

L-3a: Address allowable scale of new development to protect character and quality design.

Review area and bulk regulations in the R-5 District to evaluate whether allowable building heights are consistent with neighborhood character and community priorities.

L-3b: Closely monitor single-family residential zones to ensure that new homes are appropriate in terms of massing, setbacks and bulk.

Review side yard setbacks for riverfront properties to preserve public views of the Hudson River, as required by the Local Waterfront Revitalization Program (LWRP). Specific areas of concern are on properties on the western side of streets adjacent to the Hudson River in Sleepy Hollow Manor, including Pokahoe Drive and portions of Lakeview Avenue, Hemlock Drive, and Birch Close.

Connectivity: Recommendations

1. Improve connections throughout Sleepy Hollow by providing safe and welcoming routes for pedestrians and residents.

C-1a: Redesign key intersections to improve pedestrian and bicyclist safety.

Intersections that could be improved include: Route 9 and Pocantico Street, Route 9 and Pierson Avenue, Broadway and Bedford Road, Broadway and Pocantico Street, Route 9 at the high school, and other Downtown intersections (22-28).

Include recommendations of the Environmental Advisory Committee Walkability Workshop Report.

~~C-1b: As appropriate, implement recommendations of the Route 9 Active Transportation Conceptual Design Plan.~~

~~In November 2018, the Route 9 Active Transportation Conceptual Design Plan was released to recommend strategies to promote bicycle-friendly improvements to Route 9.~~

~~The Village of Sleepy Hollow is supportive of the principles of improving bicycle safety in the area and some of the report's recommendations are consistent with Village priorities as expressed in this Comprehensive Plan.~~

~~The Village must also be strategic in advocating for changes to Route 9 to ensure that the corridor preserves pedestrian safety, continues to mitigate traffic congestion, and provides adequate parking to support local businesses; and the proposed interventions are fiscally prudent. Recommendations in the report should be implemented in a balanced way that support the safety of all road users.~~

~~Work with NYS DOT to ensure that the safety of pedestrians and bicyclists are prioritized in future improvements to Route 9.~~

C-1cb: Coordinate with Tarrytown to improve pedestrian safety to the Tarrytown Metro-North Station.

Improved pedestrian safety on streets that connect Sleepy Hollow neighborhoods to the Tarrytown Metro-North Station requires coordination with Tarrytown.

Actions could include streetscape improvements along River Street to enhance the pedestrian experience and link to potential access improvements to the station being contemplated by Tarrytown.

C-1dc: Address vehicular impacts in residential neighborhoods, such as speeding and traffic congestion at certain locations, through traffic calming measures as needed.

Many of the streets in Sleepy Hollow's single-family residential neighborhoods have very different challenges than the Downtown—rather than parking shortages and traffic congestion, lower-density areas have less traffic and off-street parking, but also wide streets that encourage speeding. Traffic calming measures such as speed humps or tables, bump-outs, planted medians, narrower lanes of travel, and bicycle lanes can encourage drivers to travel at slower speeds to improve safety outcomes.

C-1ed: Install/improve sidewalks within a quarter-mile of schools and parks and throughout the central village.

Measures to improve safe routes to schools can encourage families to allow their children to walk or bike to school by making travel safer.

Plan and support the addition of new sidewalks where gaps currently exist in heavily used pedestrian-to-train and pedestrian-to-downtown/school corridors. For example, Webber Park lacks continuous sidewalks on both downhill sections of Gordon Avenue as they curve to approach Broadway.

C-1fe: Create a comprehensive wayfinding and branding system, including location of parking areas, safe bicycle routes, directions and distance to key sites and attractions, and historical information.

Wayfinding is an important strategy to help visitors find their way to key sites within the Village, including public parking, bicycle routes, and historical sites. For pedestrians, signage can provide directions and distances, encouraging people to walk to nearby sites.

Increased wayfinding signs help to direct visitors to shops, restaurants, and historic sites, as well as arts and cultural resources.

Coordinated design of the Village's signs could help to market Sleepy Hollow.

Gateway signage tells visitors when they are entering the Village. Signs could be placed along the route from the Tarrytown train station and on Broadway at both the northern and southern entrances to the Village.

The wayfinding system should support initiatives to increase walking, bicycling, and use of municipal parking lots by incorporating pedestrian-scaled elements such as walking distances (and/or times) and walkshed maps.

Improve the Village's main commercial corridors with complete streets design that includes rain gardens, art installations, street trees, wayfinding, and improved gateways to upgrade the streetscape downtown.

Direct visitors from the train stations to the Sleepy Hollow waterfront, commercial areas, and between the waterfront, downtown, and historical sites.

Increase visibility of municipal parking lots. Visitors, who may not be familiar with the Village, require clear signage to guide themselves around the Village.

2. Identify strategies to mitigate parking shortages in the Downtown.

C-2a: Implement parking management strategies to improve parking for residents, businesses, and visitors.

Encourage shared parking agreements between private property owners to increase efficiency of the parking supply.

Improve wayfinding to assist visitors in finding parking at municipal lots.

Streamline the parking permit system to maximize use of municipal lots, including potential adjustments to permit fees. Consider on-street overnight parking permits required in Downtown.



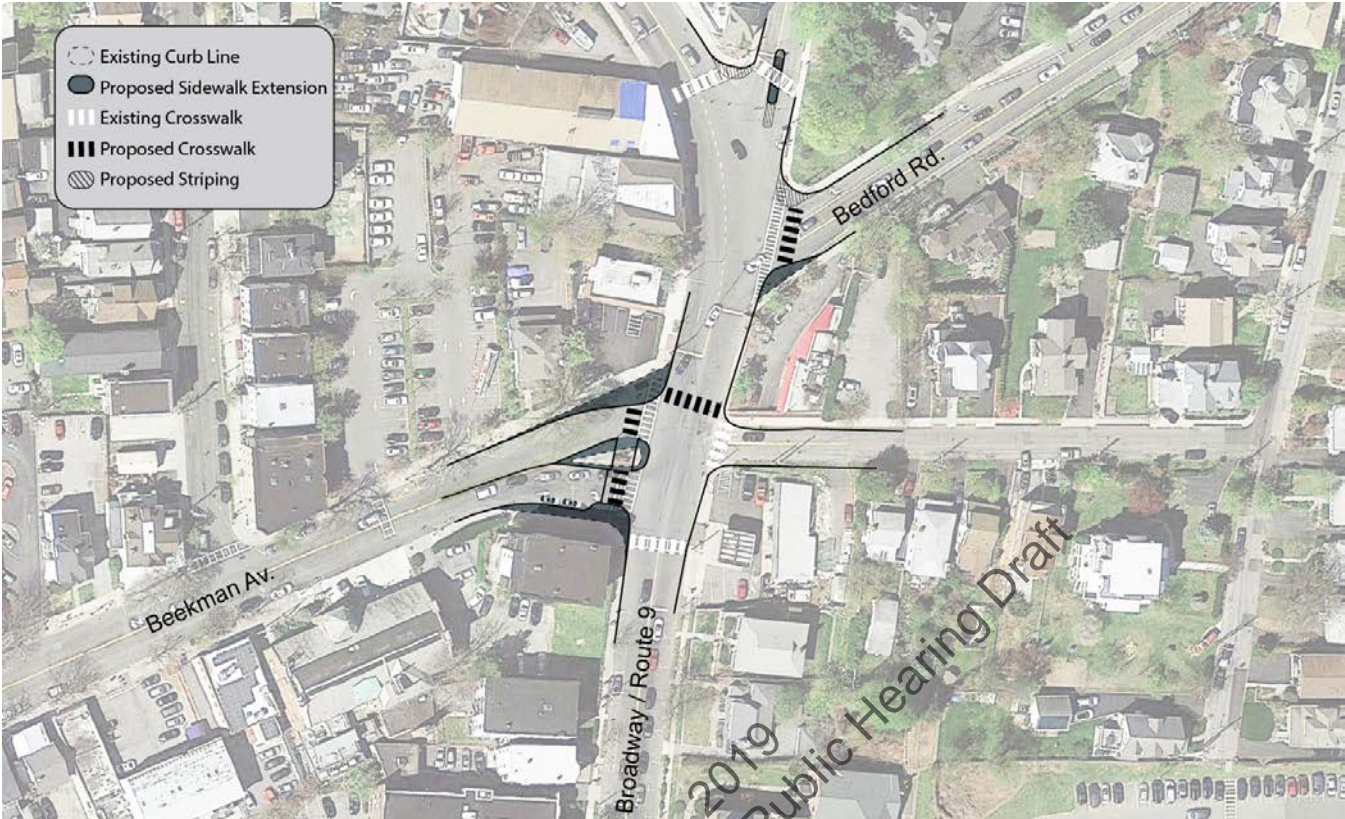


Figure 22: Potential Intersection Improvements. Beekman Avenue and Broadway

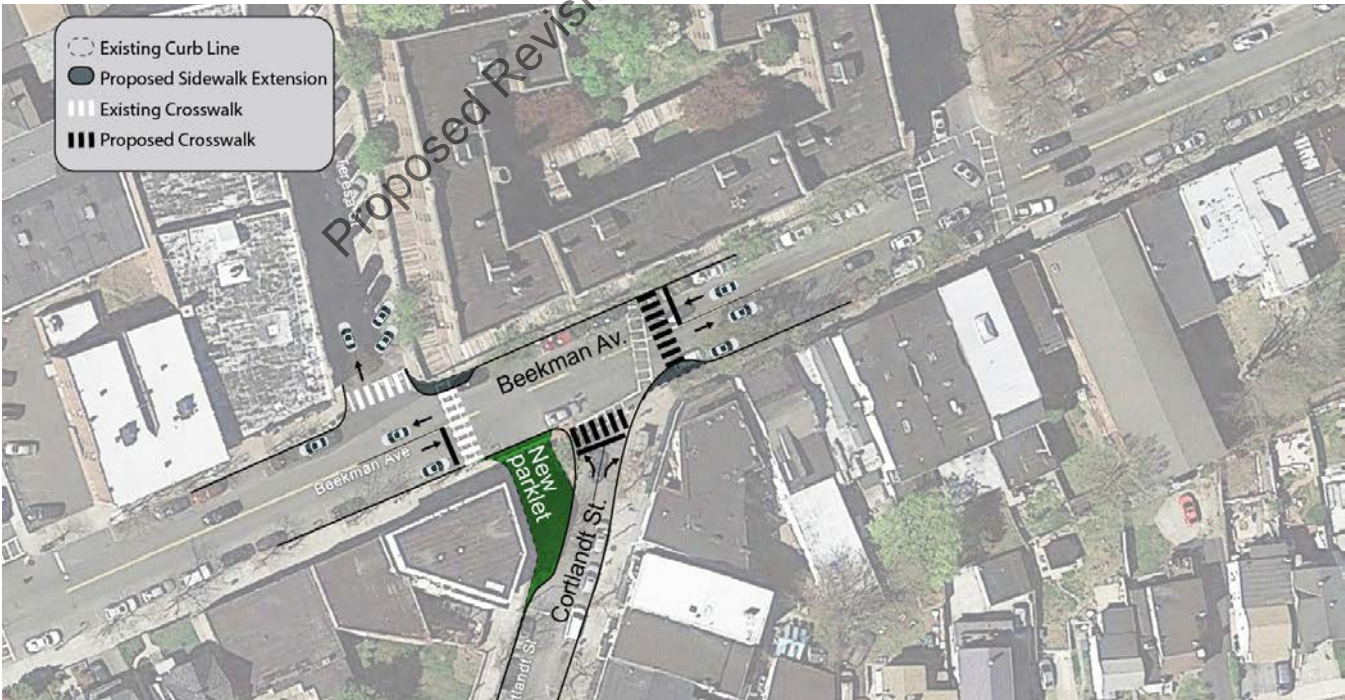


Figure 23: Potential Intersection Improvements. Beekman and Cortlandt Street

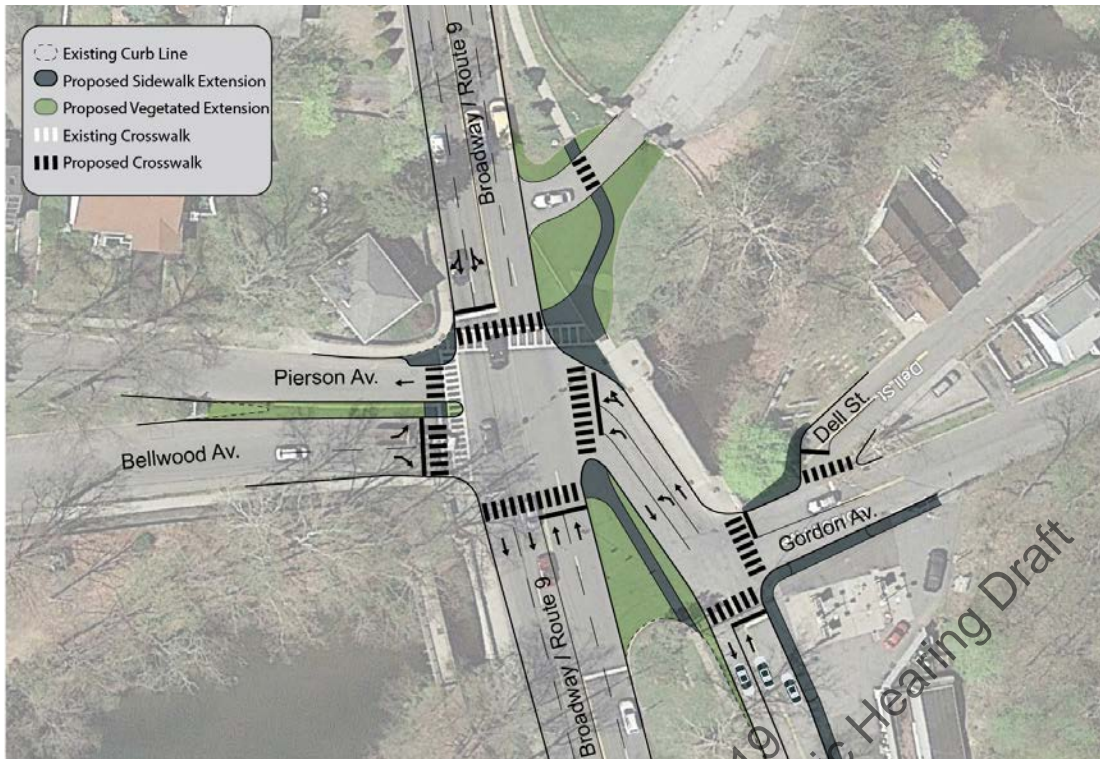


Figure 24: Potential Intersection Improvements. Broadway and Pierson Avenue

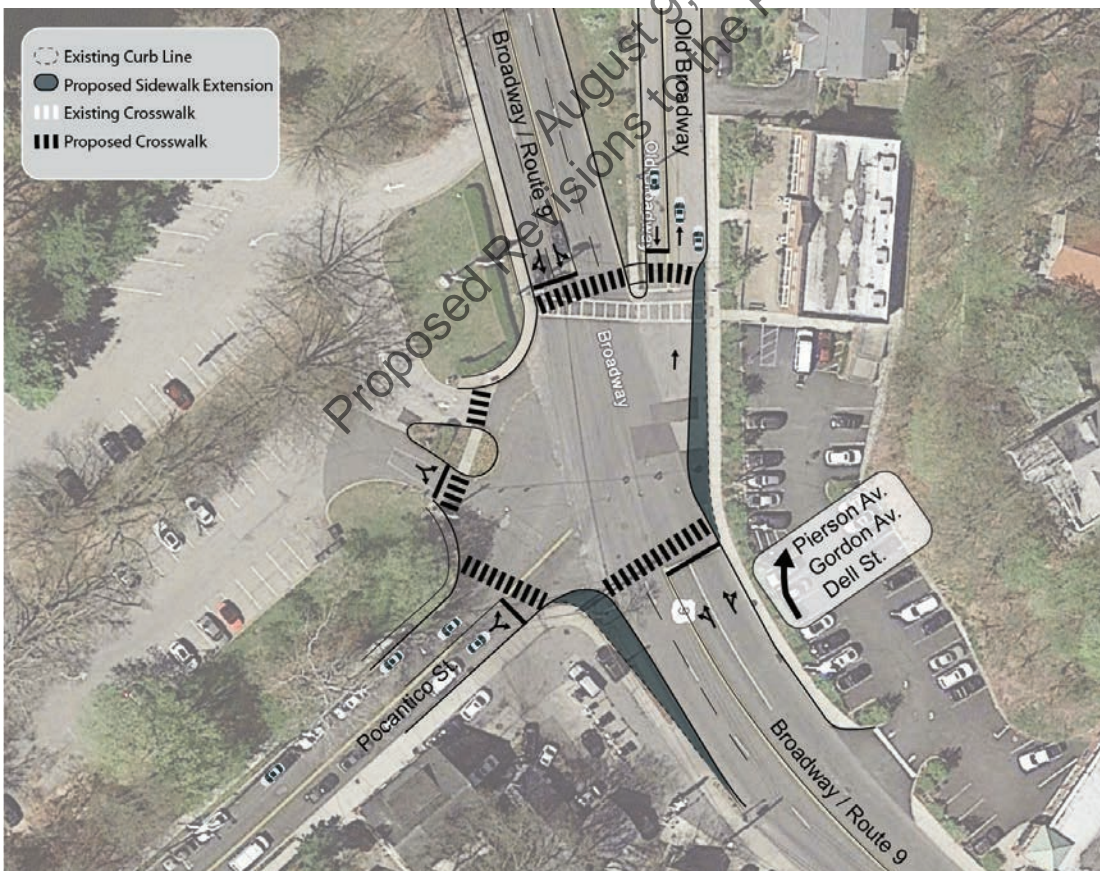


Figure 25: Potential Intersection Improvements. Broadway and Pocantico Street

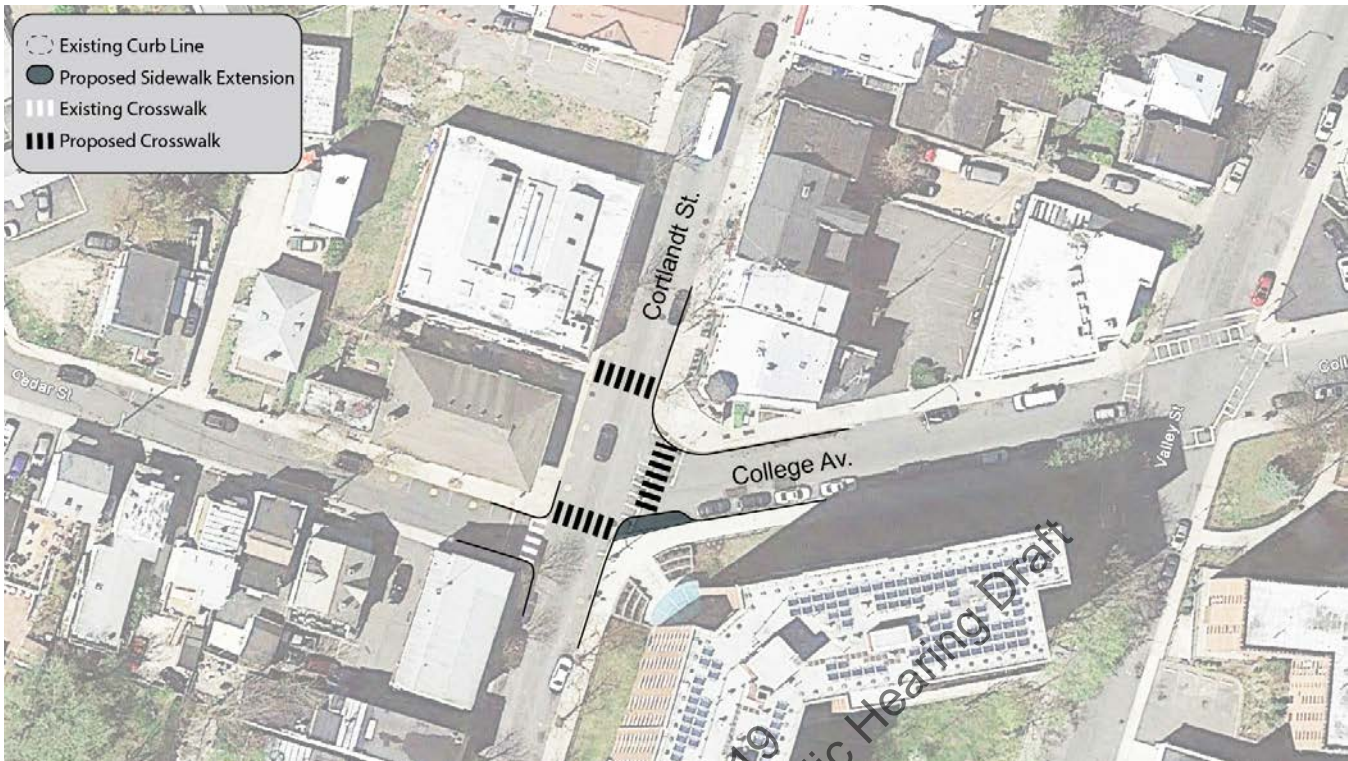


Figure 26: Potential Intersection Improvements. Cortlandt Street and College Avenue

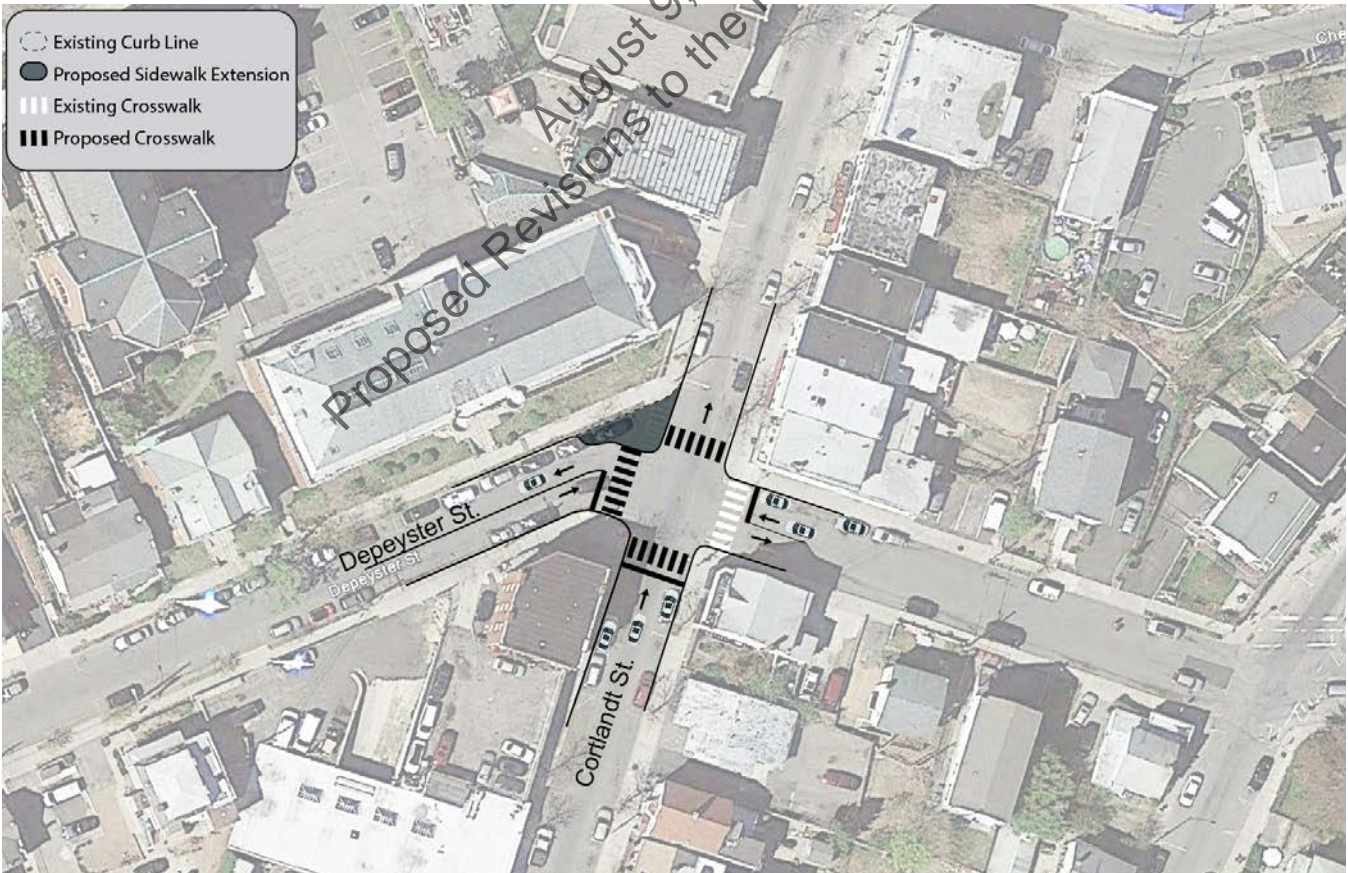


Figure 27: Potential Intersection Improvements. Cortlandt Street and Depeyster Street



Figure 29: Potential Intersection Improvements. Washington Street and Chestnut Street



Figure 28: Potential Intersection Improvements. Broadway, Depeyster Street and Chestnut Street

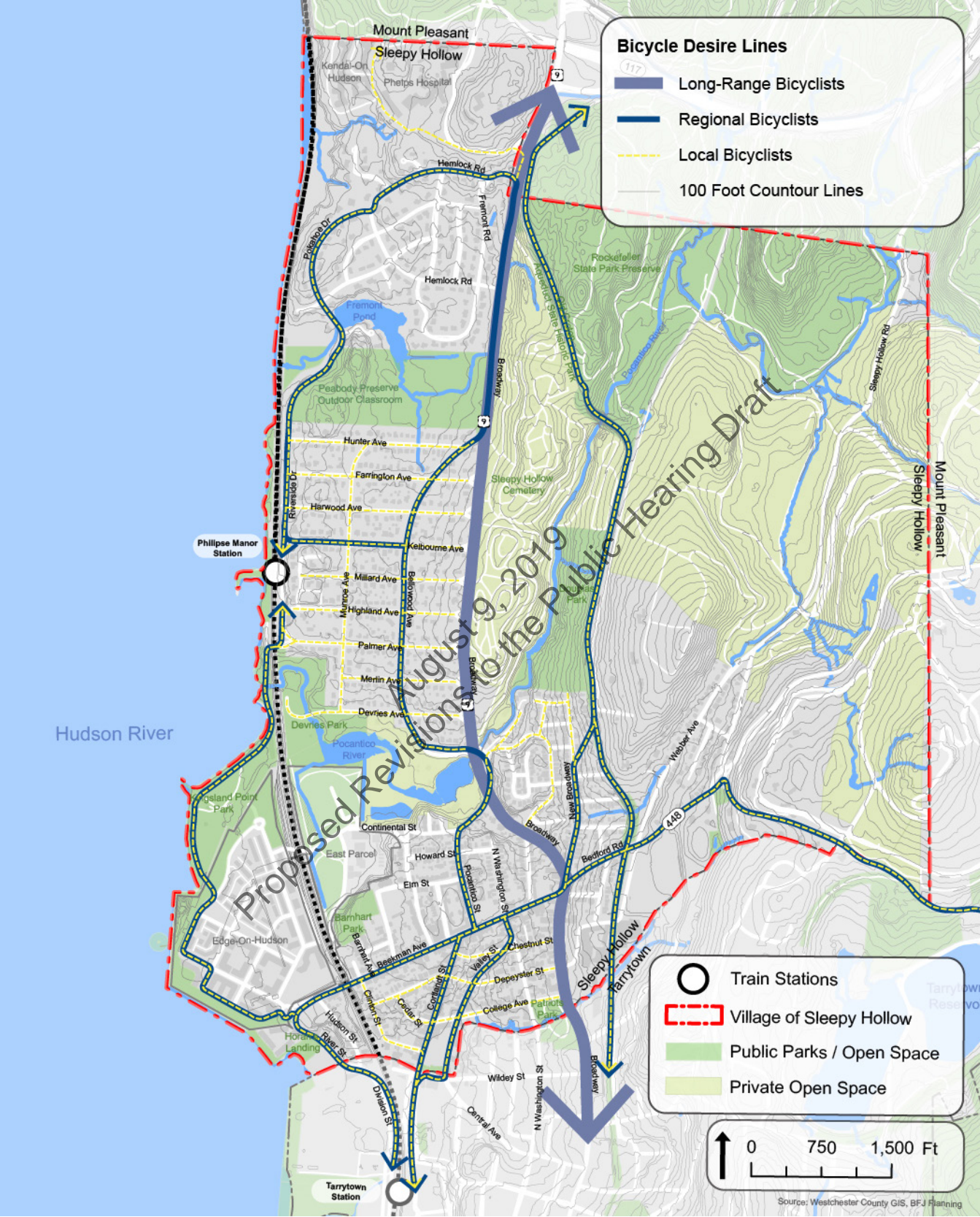


Figure 30: Bicycle Desire Lines

Explore the potential for creation of new public parking based on established needs, availability of land, and costs to the Village.

C-2b: Amend parking requirements to be in line with Institute for Transportation Engineers (ITE) guidelines for communities of Sleepy Hollow's size and proximity to transit.

Like many municipalities in Westchester County, some of Sleepy Hollow's parking requirements are higher than necessary given the Village's size, location, and proximity to transit. While not a true transit-oriented development site, the Downtown and commercial areas are dense enough to support off-street parking requirements more in-line with ITE guidelines. Some commercial and multifamily residential parking requirements can be reduced to be consistent with ITE guidelines, which would remove some barriers to new development and changes in use.

C-2c: Institute a payment-in-lieu of parking program.

Many other communities in Westchester County have payment-in-lieu of parking programs, which allow property owners on constrained sites to change use or redevelop, while creating a fund for the Village to create additional parking or improve existing public parking.

3. Provide more diverse transportation infrastructure, including a local shuttle bus with a higher frequency service, and general improvements to walkability and bikeability throughout the Village and vicinities.

C-3a: Create a shuttle service that links transit, neighborhoods, and employment centers.

Coordinate with Tarrytown, Westchester County Bee-Line, Metro-North, and major employers to create a shuttle service that links Metro-North stations with downtown neighborhoods and key employment centers in Sleepy Hollow and Tarrytown.

Conduct a shuttle study, including possible use of an autonomous circulator shuttle, initially with driver, to serve the central village, Edge-on-Hudson, and the Tarrytown and Philipse Manor Metro-North Stations.

Explore potential to contract with a private operator to provide "last-mile" service connecting to existing public transit services and job centers.

C-3b: Consider implementing individualized transportation options, such as bike share and/or dockless electric scooters.

Explore creating local regulations for dockless individualized transportation options to control implementation of bike share and electric scooters.

C-3c: Expand multi-use on-street and off-street lanes for bikes and other forms of alternative transportation.

Consider creating a bicycle master plan to outline a road map to expand bicycle facilities, increase available amenities, and develop programs that provide education, encouragement, and enforcement (Figure 30).

Bicycle lanes could be considered where the width of the street may accommodate a dedicated lane. Lanes should be accompanied with a buffer to further isolate bicyclists from motorists. At a minimum, shared lane “sharrow” markings should be added to alert drivers of the presence of bicyclists.

Signage should also be provided that will help bicyclists identify best routes, destinations, turns in the route, and distance to points of interest. Route confirmation signage should be placed every two to three blocks along bicycle routes. Turning and wayfinding signage should be placed on the near-side of the intersection where a bicyclist would need to turn.

C-3d: Install more bike infrastructure at train stations and in the Downtown.

Bicycle infrastructure, such as bike racks, dedicated bike lanes, shared lanes, and signage make cycling safer and encourage more people to ride instead of driving. Sleepy Hollow is compact enough to support bicycling as a key mode of transit, both to train stations and for visiting the downtown.

The following amenities are critical to supporting cyclists and should be widely available in Sleepy Hollow’s bicycle network:

- Bicycle parking: Different types of parking should be provided for different types of users and parking durations. Consider seasonal bicycle parking such as converting parking space to bicycle parking by constructing temporary corrals.
- Bicycle maintenance: Access to supplies such as air and tools. Services such as bicycle repair and education. Partnerships should be made with local businesses and bicycling groups.
- Route information: Bicycle wayfinding signage and maps
- Support facilities: Changing rooms and showers should be available in commercial office buildings, government offices, and institutions.
- Bike share: Support implementation of a bike share program.

C-3e: Consider the possibility of creating recreational excursion ferry service connecting to other Hudson River towns.

Many other Hudson River Towns are exploring the benefits of recreational excursion ferry service to bring tourism to the area. Sleepy Hollow could join these efforts by coordinating with private ferry service providers, using the existing dock adjacent to Horan’s Landing.

Parks and Open Space: Recommendations

1. Improve access, facilities, and signage for public parks, open spaces, and trails in the Village.

P-1a: Identify and implement targeted improvements at parks and open spaces throughout the Village.

Devries Park—stabilize the Pocantico River shoreline, repair and reopen the pedestrian bridge to Kingsland Point Park, and increase pedestrian connections to surrounding neighborhoods.

Douglas Park—replace playground equipment with upgraded equipment and increase regular maintenance.

~~East Parcel~~**Sleepy Hollow Common**—seek grant funding to implement the Concept Plan, including the bridge over the railroad tracks to connect to the new Edge-on-Hudson development.

Horan's Landing—maintain Horan's Landing and explore potential for **transient boatersongoing active boating uses** at the River Street Pier **(e.g., dock space for transient boaters)**, ~~a public marina or~~ **while preserving the beach at Horan's Landing for and non-motorized boating such as canoes, kayaks, /and stand-up** paddleboardsing.

Kingsland Point Park—Coordinate with Westchester County on future upgrades and maintenance, including the potential for the Village to take over ownership of the park. Needed improvements include the beach and boat launch area, walkways, fencing, and improved access to fishing locations.

Reverend Sykes Park—aesthetic improvements and improved signage. Replace older playground equipment.

Riverwalk—Complete the RiverWalk and develop interconnections between trails within the Village; Secure funding for repairs to the Riverwalk at Ichabod's Landing.

Horseman's Trail—reconstruction needed from Devries Park to the Old Croton Aqueduct Trail, including a route that does not go through the Historic Hudson Valley site.

Margotta Courts--aesthetic improvements and improved signage.

Peabody Preserve Outdoor Classroom—create wayfinding signs and implement environmental education programs and green infrastructure pilot projects.

Old Croton Aqueduct Trail—Improve access, continuity, and wayfinding to the aqueduct trail.

P-1b: Develop and implement a unified park signage program to clearly identify all Village parks.

In coordination with a broader, Village-wide wayfinding and signage program, Sleepy Hollow should create a consistent signage program for local parks.

P-1c: Explore the potential for one or more additional dog parks at existing Village parks.

Many Village residents expressed interest in finding a place for a dedicated dog park within Sleepy Hollow. This would provide a common, convenient place to let dogs off leash, while also helping to reduce waste in other locations, including on sidewalks.

2. Expand waterfront access and recreation.**P-2a: Improve and expand water-related recreation facilities at Kingsland Point Park.**

Enable safe public swimming access in the Hudson River. The beach at Kingsland Point Park has suffered from erosion and is in disrepair. Improvements would provide another way for local residents and families to experience the Hudson River Waterfront.

Work closely with Westchester County to improve Kingsland Point Park.

P-2b: Continue to extend the RiverWalk from Horan's Landing to Rockwood Hall.

Encourage, develop, protect, and maintain linear and continuous pedestrian waterfront access (the Riverwalk) between Horan's Landing on River Street past Sleepy Hollow Lighthouse, Kingsland Point Park, the historic Kathryn Davis Bathhouse, and the Philipse Manor train station to the northern border of the Village.

P-2c: Consider the potential for additional docking and/or mooring facilities for transient boats and opportunities for recreational and commuter ferry operations.

Docks and/or mooring fields can attract maritime tourism to Sleepy Hollow, with minimal impacts on traffic and parking.

The Village should explore public support for docks and mooring fields for transient boaters, including potential locations along the waterfront.

The plan does not specify ideal locations, as these should be developed through additional analysis and public input.

P-2d: Continue to encourage and maintain water-dependent and/or water-enhanced public recreational uses.

Improve public access to Kingsland Point Park and schedule more events year-round for residents and visitors.

Repair the Sleepy Hollow Lighthouse and offer more frequent seasonal tours for visitors.

Potential public access could link to Tarrytown's waterfront resources, Sleepy Hollow Lighthouse, and Kingsland Point Park.

P-2e: Upgrade waterfront parks and open spaces to prepare for the impacts of rising sea levels.

Explore ways to add features to existing parks and open spaces to protect the Village from future storm surges. Coastal flood protection, underground stormwater retention, and green infrastructure, should be considered as part of any future park upgrades.

Natural Environment: Recommendations

1. Improve water quality and public access at Fremont Pond

N-1a: Seek funding to stabilize the shoreline at Fremont Pond.

Fremont Pond suffers from eroding shorelines, water quality issues from upstream runoff, as well as runoff from lawns directly surrounding the pond.

N-1b: Encourage more public activities at Fremont Pond, while recognizing limited public shoreline access and limited public parking.

Fremont Pond is a unique neighborhood environmental resource, which could be better utilized to provide access (primarily non-vehicular) to Village residents.

Any programming or on-water access must take into account some limitations, notably limited public shoreline access and limited public parking.

N-1c: Continue education efforts for homeowners adjacent to the pond and upstream property owners on impacts caused by fertilizer and other non-point sources of stormwater pollution.

Water quality at Fremont Pond is affected by runoff from surrounding residential properties.

The Village could explore educational programs to notify local residents about lawn care practices that do not harm water quality.

2. Implement a comprehensive approach for the Pocantico River, including shoreline stabilization, culvert expansion, water quality improvements, and green infrastructure.

N-2a: Seek funding to install a filtration system at Route 9, including green infrastructure and educational signage.

Water quality of the Pocantico River impacts habitat in the Pocantico as well as downstream in the Hudson River.

The Village could seek grant funding to explore strategies to reduce runoff and pollutants from Route 9 washing into the Pocantico.

Potential solutions could include a combination of green and grey infrastructure, such as bioswales and detention facilities.

N-2b: Stabilize shoreline of the Pocantico River with natural shoreline solutions, where possible.

The lower Pocantico River, particularly in Devries park, historically has had engineered shorelines. However, these constructed shorelines are aging and in many cases have begun degrading and collapsing into the River.

The Village should consider strategies to repair these shorelines, especially using natural shoreline solutions that return the Pocantico to a more natural state.

Native species guidelines should be followed where possible.

N-2c: Explore recommendations from the Pace University culvert expansion study and consider options to improve wildlife passage and reduce flooding.

Pace University has been conducting an ongoing study on the entire Pocantico River watershed, which extends well-beyond the Village of Sleepy Hollow. Within the Village and elsewhere in the watershed, Pace has identified culverts along the Pocantico River that are undersized. Undersized culverts can reduce passage by wildlife and also exacerbate flood impacts.

The Village should coordinate with researchers from Pace to determine whether improvements to these culverts is feasible.

N-2d: Coordinate with municipalities throughout the Pocantico River Watershed to explore upstream solutions to water quality issues.

Given the extent of the Pocantico River Watershed, Sleepy Hollow only has jurisdiction to improve water quality in a relatively small area. As such, the Village should work with upstream municipalities to advocate for regional measures to improve water quality throughout the watershed.

3. Promote water quality improvements along the Hudson River shorefront.

N-3a: Reconstruct riverbanks and bulkheads along the Hudson River at Kingsland Point Park and Ichabod's Landing using natural shoreline stabilization best practices where possible.

The Hudson River shoreline at Kingsland Point Park is largely degraded and eroding due to deferred capital improvements over many years. The Village should advocate for Westchester County to upgrade the shoreline, repairing the riverbank and bulkheads with natural methods where appropriate. The Village should also coordinate with Ichabod's Landing to improve bulkheads on the Hudson River.

4. Increase opportunities for the public to enjoy Sleepy Hollow's natural assets.

N-4a: Coordinate with Village staff, Westchester County, and Edge-on-Hudson to evaluate opportunities to increase public access to the Hudson River waterfront.

The Hudson River waterfront is one of Sleepy Hollow's great, but underutilized assets. Public access is a key priority to maximize use of the waterfront.

The Village should explore opportunities to improve existing access, such as at Kingsland Point Park, while expanding access at every opportunity.

N-4b: Ensure that hiking trails remain of the highest quality to promote opportunities to experience the outdoors within Sleepy Hollow.

Sleepy Hollow's hiking trails include those in Douglas Park, the Old Croton Aqueduct trail, and Horseman's Trail. The Village should consider management strategies to ensure that these trails are adequately maintained, signed, and improved where needed.

Create a comprehensive trail map of off-street nature trails throughout the Village. Provide signage at trail entrances to welcome residents and visitors to explore Sleepy Hollow's natural areas.

N-4c: Coordinate with owners of the Rockefeller properties to expand public access.

A substantial amount of Sleepy Hollow's open space land area is under private or non-profit control. In particular, the Rockefeller properties to the east of Douglas Park could provide an opportunity to expand public access to open space resources. Any expansion of public access here would require coordination with the property owners and an access easement to allow members of the public on-site.

A portion of the Rockefeller property was recently donated by David Rockefeller to the Rockefeller State Park Preserve and is no longer on the Village tax roll.

5. Reduce the amount of impervious surfaces throughout the Village.

N-5a: Establish a zoning code provision for lot coverage as distinct from building coverage, to reduce other paving elements such as parking areas, patios, sidewalks, etc.

Sleepy Hollow's zoning code currently has maximum coverage requirements, but does not distinguish between building coverage and lot coverage. Many modern codes include both, in order to control the size of the building footprint as well as the total area of coverage by other impervious surfaces.

Adding maximum lot coverage to prevent large areas of unnecessary paving would have a positive benefit on stormwater runoff in the Village.

N-5b: Establish a policy of installing green infrastructure and using best management practices where practical in conjunction with future roadway and sidewalk improvements, parking lot improvements, and other public projects.

Encourage creation of raingardens and bioswales on public and private property.

Sustainability: Recommendations

1. Reduce energy consumption and greenhouse gas emissions by Village operations and the community as a whole.

S-1a: Explore opportunities for renewable energy production and reduced energy consumption on publicly owned sites, infrastructure, and municipal buildings.

Enhance the energy and water efficiency of municipal buildings through physical and operational improvements, such as energy recovery systems, LED light bulbs and high-efficiency fixtures.

Replace or convert Village vehicles to improve average gas mileage, utilize alternative fuel technology, and reduce the emission of air pollutants.

S-1b: Adopt solar zoning legislation to encourage and regulate installation of building-mounted and ground-mounted photovoltaic arrays.

Adopting solar zoning legislation would give the Village a tool to encourage installation of photovoltaic arrays, while also providing clear guidance to regulate how solar is implemented on privately owned properties in the Village.

The New York State Model Solar Zoning Ordinance provides a starting point for creating solar zoning legislation. Many communities in the state, including in Westchester County, have amended the model ordinance to respond to locally specific conditions and priorities.

S-1c: Amend the zoning code to remove barriers to sustainability.

Some areas of the existing zoning code may make it more difficult or more costly for property owners or developers to implement green building practices. The Village should explore where in the code these barriers exist to make it easier to incorporate principles of sustainability into new development.

Some examples could include: allowing development bonuses for green buildings, creating flexible standards for solar panels, and amending parking standards to encourage alternative transportation.

The Village should also initiate a series of conversations with local property owners, business owners, and developers to see where in the code they have experienced road blocks to implementing green building practices.

S-1d: Create a Climate Action Plan to follow adoption of the New York State Climate Smart Communities Pledge to guide implementation of best practices for mitigating and adapting to climate change.

Establish goals, phases, milestones and metrics to evaluate annual progress in the reduction of energy consumption and greenhouse gas emissions.

The Climate Action Plan should include recommendations to respond to the changing climate and make the Village more resilient.

S-1e: Install additional Electric Vehicle (EV) charging stations in municipal parking lots.

Installing EV charging stations at public parking lots will encourage local residents to transition towards cleaner automobiles.

The Village should contact neighboring municipalities who have implemented EV charging stations to determine the costs and benefits, before identifying the quantity and locations of EV charging stations.

2. Identify strategies to reduce waste, increase recycling rates, and promote composting.

S-2a: Support ongoing work of the Environmental Advisory Committee to reduce waste by the community and increase recycling rates.

Encourage county-wide initiatives to reduce plastic bag use.

Explore the possibility of purchasing and installing smart waste and recycling receptacles in the Downtown and along the RiverWalk.

Sleepy Hollow recently partnered with Tarrytown, which now has food scrap/compost collection sites. The Village should continue to coordinate with other jurisdictions such as Westchester County, Tarrytown, and other neighboring communities on compost collection programs.

3. Develop strategies to improve local ecological resources, biodiversity, and public health.

S-3a: Conserve water by continuing to replace and reline water pipes.

Water conservation is a critical component of improving the local environment. The Village has already begun replacing and relining water pipes to reduce leakage from the system. Plans are underway to continue this program and should be carried out as practical.

S-3b: Encourage energy-efficient and water-conserving features in new development, e.g. EnergyStar appliances, low-flow toilets, etc.

The Village should explore strategies to encourage and/or incentivize new and renovated buildings to install energy-efficient and water-conserving fixtures.

S-3c: Explore the adoption of a Steep Slope Ordinance to regulate development on hillsides and steeply sloped areas.

Most municipalities in Westchester County regulate development on steeply sloped areas (generally greater than 15%) to prevent erosion and stormwater runoff as well as to preserve scenic views, protect wildlife habitat, and minimize site disturbance. Such steep slope ordinances typically control tree removal, site development, and overall construction activity in these areas, and may prohibit disturbance on the most steeply sloped areas (over 25%) (Figure 31).

The Village should look at best management practices in comparable communities along the Hudson River, to consider regulations that have worked well in communities with similar topography and development patterns, with a goal of balancing environmental preservation with appropriate development potential.

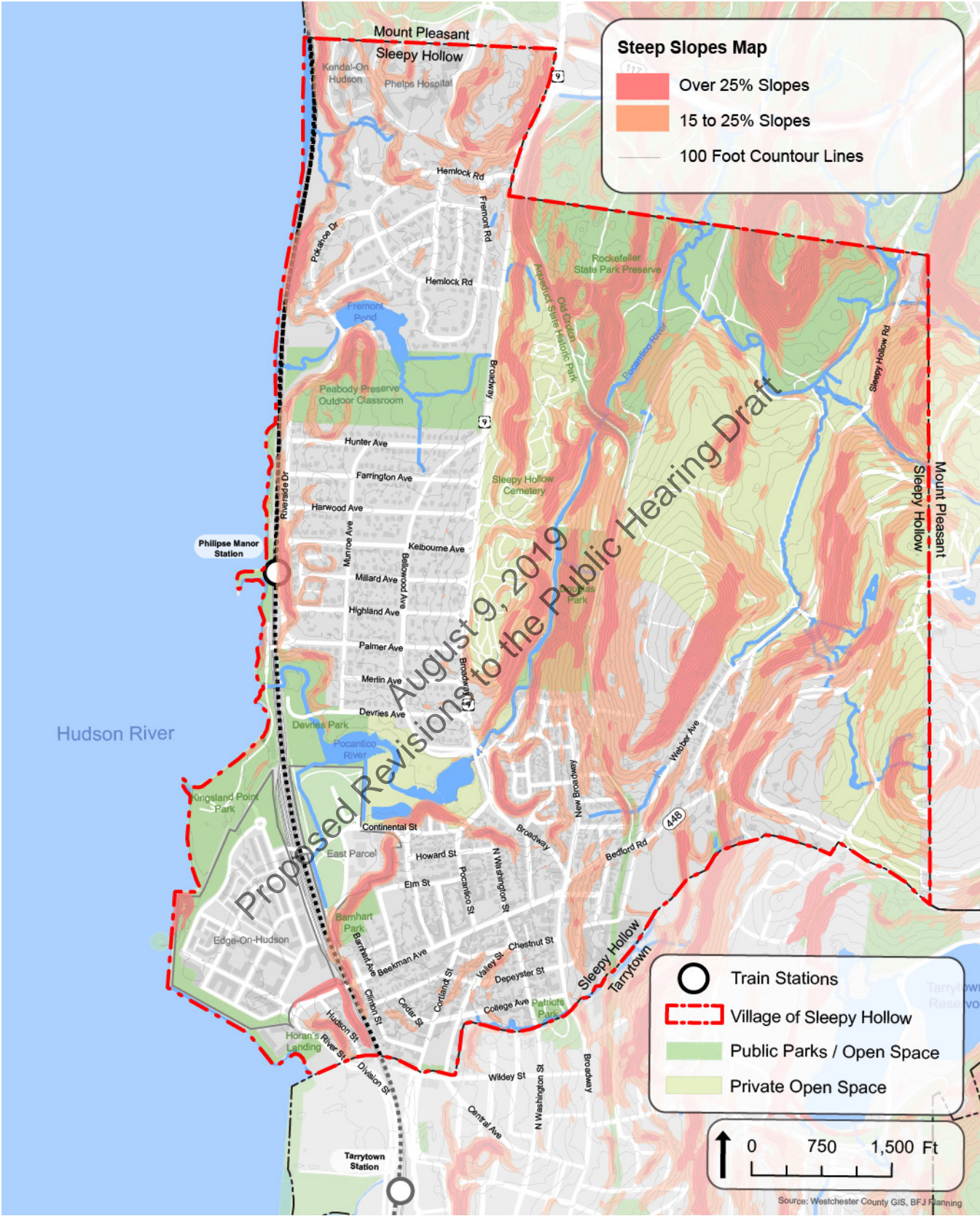


Figure 31: Steep Slopes

4. Encourage smart growth and more intense development in pedestrian and bicyclist friendly areas, near commercial areas, and in close proximity to public transit.

S-4a: Implement complete streets policy.

Establish goals, phases, milestones and metrics to evaluate annual progress and issue an annual report on meeting the goals.

Explore strategies to increase pedestrian and bicyclist safety Village-wide.

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Community Resources: Recommendations

1. Identify and support existing art and cultural organizations and create opportunities for new organizations to join the local arts community.

CR-1a: Encourage creation of a non-profit arts-focused community space to increase visibility of the local arts community and provide resources for local artists.

The local arts community would benefit from greater visibility and resources to attract additional arts tourism.

A non-profit community space would create a shared, flexible venue to promote local artists and the community as a whole.

While the Village would not administer this non-profit, Sleepy Hollow should encourage local arts stakeholders to build support for such an effort, including potentially attracting existing established organizations to locate in Sleepy Hollow.

The Village could explore creating an Arts Advisory Committee to assist in creating strategies to promote local arts and cultural organizations and attracting new arts organizations to Sleepy Hollow.

CR-1b: Support, acknowledge, and showcase the cultural influence of new residents as a resource to preserve and share culturally diverse forms of expression.

One of Sleepy Hollow's greatest assets is its cultural diversity. The Village should continue to highlight this diversity by encouraging the growing arts community, cultural festivals, and other events that celebrate the Village's diverse backgrounds.

2. Continue to promote Sleepy Hollow as a destination to visit historical resources.

CR-2a: Explore strategies to grow the tourism industry throughout the year to bring visitors during other seasons, in addition to the strong fall season.

The Village should work with local business and tourism groups to create a marketing strategy with an eye towards extending the tourism season throughout the year. Currently, the Village experiences a peak season in October and November. However, local businesses would be well-served by attracting additional visitors during other seasons.

CR-2b: Develop a coordinated campaign to attract visitors by promoting Sleepy Hollow's historical sites and attractions year-round

Strategies could include consistent listings on the Visit Sleepy Hollow website and Village of Sleepy Hollow websites, on social media sites, in local print media, and in conjunction with special offers by local commercial enterprises, the Merchants Council, and the Tarrytown/Sleepy Hollow Chamber of Commerce.

Engage local businesses and residents to participate in annual events to celebrate Sleepy Hollow's rich history.

Increase marketing and media campaigns to boost local businesses during seasonal events.

CR-2c: Explore the possibility of offering excursion packages in collaboration with Metro-North, the Village of Tarrytown, and local historical sites, hotels, and restaurants.

Co-marketing and branding local attractions can help to extend visibility of Sleepy Hollow as a destination. The Village should explore strategies to collaborate regionally and pair administrators of local attractions with regional operators to build on broader tourism networks.

3. Strengthen public health institutions to promote health and wellbeing.

CR-3a: Coordinate with Phelps Memorial Hospital and the Open Door Family Medical Center to ensure that they continue to thrive as key public health assets for the region, serving patients of all income levels.

CR-3c: Explore the potential for a year-round farmer's market.

Currently, the Tarrytown Sleepy Hollow (TaSH) farmer's market runs from Memorial Day to Thanksgiving at Patriots Park on the border between Tarrytown and Sleepy Hollow. TaSH is a beloved local institution and was recently voted as the "Best Farmers Market" in Best of Westchester 2019.

Expanding operations year-round would provide even greater services to the local community. The Village should explore the possibility for either an outdoor covered market space or using an indoor flex space to allow the market to operate year-round, meeting local demand for regional, organic produce.

August 9, 2019
Proposed Revisions to the Public Hearing Draft

Municipal Services: Recommendations

1. Address the growing demand for public safety services.

M-1a: Update municipal facilities

Explore potential consolidation and/or relocation of municipal buildings to upgrade facilities, increase efficiency of operations, and open up underutilized Village-owned sites to be returned to the tax rolls.

M-1b: Explore potential to consolidate fire stations to ensure that they appropriately balance the need to serve all areas of the Village, with the need to maximize fiscal efficiency.

Sleepy Hollow's fire stations are concentrated in the Downtown, which is appropriate with the building and population density in this area. Given the relatively small geographical area, a consolidated firehouse could increase efficiency without compromising on fire safety services provided by the Village.

M-1c: Explore potential new facility for Sleepy Hollow Volunteer Ambulance Corps (SHVAC).

The SHVAC facility is an aging structure that was originally built as a temporary home for the service. The Village should ensure that SHVAC is able to operate effectively in the short term while also exploring potential sites and funding sources to construct a permanent, modern facility.

M-1d: Review staffing and volunteer corps for public safety services and develop plans to phase in, equip, and train additional police, fire, and ambulance personnel as needed to serve the growing population of Sleepy Hollow.

Sleepy Hollow's public safety services are operating effectively; however they are stretched for resources and, like many communities in the area, always seeking ways to bring in more volunteers. As the Village population grows in the coming years, due to new residents and construction of Edge-on-Hudson, Sleepy Hollow must prepare to expand the capacity of public safety services to ensure that the needs of the population can continue to be met at a high level.

2. Enhance quality-of-life in the Village by improving maintenance of the public realm.

M-2a: Improve waste collection of street garbage cans, condition of sidewalks, street trees, perception of safety issues, and maintenance of the public realm.

Schedule volunteer sidewalk cleanups and planting of flowers in spring and as-needed in summer and fall.

3. Explore opportunities to increase and/or expand shared services agreements with surrounding municipalities.

M-3a: Continue to explore combining drinking water systems with Tarrytown and Briarcliff Manor.

In recent years, the neighboring villages of Sleepy Hollow, Tarrytown, and Briarcliff Manor have explored the feasibility of combining their drinking water systems to create greater efficiencies and redundancies in the system. These conversations should continue, as combining these currently separate systems could ensure the resiliency of the drinking water system for all three municipalities.

M-3b: Study potential services/facilities that could be shared with Tarrytown.

Sleepy Hollow and Tarrytown have an opportunity to create operational efficiencies by sharing services between the two communities.

Some residents in the broader community already view the two villages as connected. They share downtown resources, the Hudson River waterfront, a school district, and the farmers market. The Villages already coordinate and communicate on shared issues, and should continue to do so while exploring potential opportunities to consolidate services and/or facilities to reduce costs.

4. Diversify the tax base

M-4a: Explore consolidating and/or divesting Village-owned property to expand the tax base.

Even as Edge-on-Hudson begins to be developed, there is a substantial amount of non-tax paying property within Sleepy Hollow. Much of this consists of necessary parks, non-profit institutions, and municipal facilities; however, there are still opportunities to divest of Village-owned property to increase the tax base. Notably, the current Department of Public Works building on River Street has been rezoned to RF and will become a potential development site once the DPW is relocated to the East Parcel.

M-4b: Consider zoning changes to incentivize adaptive re-use of vacant or underutilized buildings.

Especially consider buildings in prime locations that could generate substantial revenues if put to highest and best use.

M-4c: Conduct a revaluation of properties in the Village and explore whether the homestead tax option should be eliminated.

The Village should conduct a revaluation and develop a plan to regularly reevaluate every few years.

Sleepy Hollow currently uses the homestead tax option, which may be a disincentive for commercial investment, particularly in the Downtown.

The Village would need to study the impacts of removing the homestead tax option on both residential and commercial property owners, as well as potential to promote additional investment in Sleepy Hollow.

Governance, Communication, and Transparency: Recommendations

1. Explore opportunities to collaborate and partner with neighboring municipalities and regional agencies.

G-1a: Continue working on shared services opportunities with neighboring municipalities and advocate to regional agencies about policy/capital improvements that will benefit Sleepy Hollow.

Coordination with surrounding municipalities could include shared services, working with Tarrytown on shared economic strategies, submitting joint applications for grants, etc.

Collaborate with regional agencies, including NYS DOT, Metro-North, Westchester Bee-Line, etc. to fund and implement projects that impact Sleepy Hollow.

2. Improve forms of communication to the community to seek out meaningful input in decision-making processes.

G-2a: Continue to enhance existing mechanisms of public participation and meaningful input in decision-making processes.

In particular, efforts should be continued to expand opportunities to Spanish-speaking residents and business owners to meet with Village staff and elected officials in familiar locations.

The Village could also consider creating a staff position for a communications specialist to work with the Board of Trustees on coordinating Village communications and providing regular updates on scheduled events and meetings on electronic and print platforms.

Explore the option of including the coordination of volunteers to serve as interns in Village departments.

Explore public outreach strategies to encourage participation in the 2020 U.S. Census by Village residents to ensure accuracy and inclusion.

G-2b: Expand use of Village website to communicate with the Village residents and visitors

Consider a website redesign for easy, intuitive navigation, expanding use of the website to provide regular updates on scheduled events and meetings, with links to the Visit Sleepy Hollow website and other relevant online resources.

G-2c: Establish an ad hoc Comprehensive Plan Implementation Advisory Committee to assist the Village staff and Board of Trustees in prioritizing and furthering Plan recommendations.

Completing this Comprehensive Plan is just the first step in taking action to achieve the Vision and Goals of the plan.

Creating an advisory committee can help to advance implementation by identifying priority actions, tracking progress in achieving the strategies and recommendations of the plan, and making annual reports to the Board.

3. Continue to establish strategies to reach out to the Spanish-speaking community.

G-3a: Support the liaison to the Spanish-speaking community

In 2018, Sleepy Hollow hired a liaison to the Spanish-speaking community, which has already yielded positive benefits in terms of communication during the Comprehensive Planning process.

The Village should establish regular meetings and workshops, translate notices of events and services, and post them on the Spanish 10591 Facebook page.

Schedule regular reports to the Board of Trustees by the liaison.

Prioritize expansion of the position to full-time as additional revenues become available with the build-out of Edge-on-Hudson.

G-3b: Continue to coordinate with local community groups to get feedback from the Spanish-speaking community.

In addition to outreach by the liaison, the Village has long worked to improve outreach to the Spanish-speaking community through local community groups.

Sleepy Hollow should continue this outreach to hear from community leaders and representatives of this segment of the population.

G-3c: Improve upon Police Department communications to the Spanish-speaking community.

Create a Spanish-speaking liaison to meet regularly with residents and business owners to build trust and attempt to resolve issues of concern to community residents.

G-3d: Explore the use of more physical methods of public communication to reach members of the community who are not online.

Methods of communication could include anonymous comment boxes, flyers in local businesses that serve the Spanish-speaking community, a centrally located community bulletin board, etc.

4. Implement policies to increase operational efficiency, share information with the public, and improve government services.

G-4a: Explore strategies to improve municipal efficiency.

The Planning Board is interested in streamlining their application process to facilitate development review. The Board has already provided additional information and forms on the Village website and should continue efforts to improve the process.

The Village should consider other strategies to improve efficiency, which could include developing a Smart Cities Master Plan with grant funding.

Some ideas that the Plan could cover include: smart management systems and services for drinking water supply, municipal energy consumption, transportation and parking facilities, waste management, buildings, safety and security, and e-governance and e-business.

Explore the feasibility of providing Village-wide or Downtown targeted public Wi-Fi.

SECTION V: IMPLEMENTATION



The previous chapters of Sleepy Hollow's Comprehensive Plan established baseline planning conditions, provided a policy discussion of issues and opportunities organized by key "action areas," and identified a series of strategies and recommendations intended to further the Village's overall vision and planning goals. Ultimately, however, the Plan's recommendations can only be realized through purposeful action to implement these recommendations.

Sleepy Hollow's Comprehensive Plan represents a critical public policy tool to guide the Village for the next 10 years and beyond, but the Plan is not sufficient alone to affect change, enforce preservation, or promote other major objectives. The Action Plan that follows in this chapter provides detailed guidance to the Village in implementing this Plan. It is recognized that the recommendations are aspirational, and that implementation of the Plan is based on continuous review of municipal priorities, availability of outside funding, capital budget decisions, and other economic factors.

Implementation Tools

There are a number of key methods that Sleepy Hollow can follow to ensure that the recommendations of this Plan are implemented in furtherance of the Village's overarching vision and goals:

- **Legislation.** Sleepy Hollow's zoning code is the primary legislative tool that can be used to implement the Plan. The Village would need to amend certain elements of its zoning code to execute many of the Plan's recommendations. Such zoning revisions will be subject to their own approvals process. The Comprehensive Plan provides a framework for future zoning changes, with specific details to be finalized by the Village in the future; however, any amendment to Sleepy Hollow's zoning code should be consistent with the Plan's vision, goals, and policy discussion.

- **Capital Programming.** The Village's capital budget is another critical tool for implementing the Plan. Public spending on infrastructure, major equipment, municipal buildings, parks and open space, and programming all have a major impact on quality-of-life, efficiency in day-to-day municipal operations, sustainability, fiscal health, and the Village's image. Recommendations that may have an impact on the Village's capital budget are included with an understanding of this potential fiscal impact. The Village should continue to evaluate recommendations and prioritize capital projects for implementation based on priority, available funding, and the ability to seek outside sources of funds.
- **Grants.** Sleepy Hollow has been successful in recent years in obtaining State grants for major projects, including this Comprehensive Plan and the concurrent Local Waterfront Revitalization Program (LWRP) effort. The Village will continue seeking grant funding for planning and capital projects, and will also engage with third-party organizations and corporate partners, as available and appropriate, to meet its planning objectives in a fiscally judicious way. This additional funding can supplement Sleepy Hollow's capital budget, lessening the potential financial burden on taxpayers.
- **Future Planning Studies.** Some recommendations may require additional study and analysis before detailed implementation measures can be determined. In these cases, appropriate Village agencies should explore funding opportunities to produce supplemental analysis in order to move recommendations from the planning phase toward implementation.
- **Ongoing Planning and Partnerships.** Finally, the Village should continue working with regional agencies, adjacent municipalities, and local nonprofit organizations to advocate for Sleepy Hollow's interests and develop partnerships in support of Comprehensive Plan goals. Some recommendations would be under the jurisdiction of regional agencies, such as the New York State Department of Transportation (NYSDOT) or Metro-North. Other recommendations would require public-private partnerships or agreements between the Village and property owners, such as potential shared parking arrangements on private lots.

It is worth noting that some Plan recommendations are intended to reduce long-term capital spending through such measures as improving the efficiency of municipal operations and expanding the tax base. Although these strategies may have a short-term cost, their potential for long-term savings makes them prudent investments in securing the Village's overall fiscal health.

Many planning recommendations will require coordination with neighboring municipalities, in particular Tarrytown, with which Sleepy Hollow already shares major assets including the Hudson River waterfront, the school district, the library, and certain municipal parks. As part of this Comprehensive Plan process, considerable interest was expressed by stakeholders and the general public in increasing the

degree of joint services between the two Villages. Representatives of Sleepy Hollow and Tarrytown already meet regularly as part of ongoing communication efforts among the “River Towns.” These efforts should be continued, and perhaps expanded upon, in recognition of the sense of shared future shown by the two Villages’ residents and municipal officials alike.

Implementation Strategy

The Sleepy Hollow Comprehensive Plan was developed by a Steering Committee representing a broad swath of Village interests – including local businesses, historic preservation, environmental advocacy, the arts, and the Spanish-speaking community – with participation from various boards and committees and the Board of Trustees, and guided by public input. Given the complexity and the range of strategies contained within this Plan, it is recommended that the Village consider establishing a standing Comprehensive Plan Committee (CPC) to review the status of Plan implementation, advise the Board of Trustees on potential actions to further the realization of Plan goals, and – as needed – suggest potential updates or revisions of the Plan itself. It is recognized that actually carrying out most of the Plan’s recommendations will be the purview of the Trustees – or Village staff and appointed boards and commissions – but an ad-hoc committee dedicated to Comprehensive Plan implementation could provide continuity and institutional knowledge in addressing the specifics of Plan strategies.

The overall implementation strategy for Sleepy Hollow’s Comprehensive Plan will also be guided by a commitment to transparency and accountability to the community. Implementation of some recommendations, as part of further study and analysis, will require a public engagement process to ensure that stakeholders’ concerns are adequately acknowledged and addressed. This chapter seeks to identify those recommendations which will likely require additional engagement with the community. Such participatory processes can build on the robust public outreach effort conducted as part of the Comprehensive Plan process itself, focusing in particular on opportunities to include the Spanish-speaking community.

Action Agenda

The following Action Agenda is proposed in order to implement the various recommendations contained in this Comprehensive Plan. The Action Agenda identifies each recommendation, the type of recommendation, the responsible party, order-of-magnitude costs, potential funding sources, and a general timeframe for implementation.

Recommendations are categorized according to whether the action represents 1) a plan, policy, or regulation; 2) an infrastructure or capital improvement project; 3) an ongoing program or partnership; or 4) a marketing or economic development strategy.

The responsible party is the agency or organization that should spearhead implementation of a particular recommendation. Some proposals may involve multiple agencies, include State agencies. The type of activity required of the responsible party will vary depending on the type of action required to carry out the recommendation.

A general timeframe for implementation of each recommendation is included to allow the Village and local residents to keep track of progress in implementing the plan. The timeframe is classified as follows:

- Short term: 0 – 2 years
- Medium term: 3 – 6 years
- Long term: 7 – 10 years
- Ongoing

Short-term actions generally include changes to local laws or regulations, activities or policies that are currently in place, or capital budget items that the Village intends to fund in the next one to two years.

Medium-term actions likely involve capital budget items that are not already planned for the short term. Many of these items may have arisen as part of the comprehensive planning process and need to be inserted into future capital budgets.

Long-term actions are considered important but are not expected to be addressed in the next five years, largely in recognition of limited resource availability or jurisdictional constraints. These actions may require further study, planning, or advocacy before implementation can take place. One key long-term action required by New York State law is to identify “the maximum interval at which the adopted plan shall be reviewed.” This Plan recommends that the Comprehensive Plan be reviewed and updated every 10 years.

Ongoing actions include advocacy positions and initiatives that do not have a discrete date of completion. Some of these recommendations involve action that is outside of the local jurisdiction, so the Village does not have control to set a timeframe for implementation.

The Action Agenda also provides an order-of-magnitude cost estimate for each recommendation, organized as follows:

- Low-Cost: Under \$200,000
- Medium-Cost: \$200,000 to \$1 million
- High-Cost: Over \$1 million.

The Action Agenda is intended to simplify the Village’s ability to review the implementation progress on a regular basis and allows for convenient updating of the list as items are completed, priorities change, or new items are proposed.

However, it should not be viewed as binding—as the Village prioritizes certain recommendations over others, as funding sources change, or as the community’s goals evolve, the Village and other responsible parties may choose to emphasize some recommendations and revise the timeframe for others to pursue in the future.

In addition, the Action Agenda – like this Comprehensive Plan itself – is not intended to anticipate every planning issue that may arise in the next 10 years. There may be future opportunities that arise to undertake actions that will effectively address this Plan’s vision and goals, which are not contemplated in the Plan. In addition, there may be changes to conditions at the local, regional, and national level that were not previously addressed but which will affect the Village’s planning vision. It is not expected that the Comprehensive Plan will contemplate every actuality. Rather, the Plan is intended to strike a balance between providing sufficient guidance to inform future policy decisions, and being flexible enough to adapt to changes in conditions, assumptions, and priorities.

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Economic Resources						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
E-1a:	Create a vision for the future of each of the Village's commercial areas	Study	Merchant's Council Chamber of Commerce	Low	Short-term	NYS ESD; NYS Homes & Community Renewal; Westchester County; National Grid grants
E-1b:	Create a marketing and branding strategy that targets regional visitors, tourists, and potential new residents.	Programming	Merchant's Council Chamber of Commerce	Low	Short-term	NYS ESD; NYS Homes & Community Renewal; Westchester County; National Grid grants
E-2a:	Develop a strategy to reach out to property owners with long-empty storefronts to encourage new business activity.	Partnership	Merchant's Council Chamber of Commerce Village Administrator	Low	Ongoing	NYS ESD; NYS Homes & Community Renewal; Westchester County; National Grid grants
E-2b:	Conduct a retail market assessment to identify the demand for particular types of retail, and strategies to attract tenants to downtown.	Study	Board of Trustees	Low	Short-term	NYS ESD; NYS Homes & Community Renewal; Westchester County; National Grid grants
E-2c:	Create welcome packet and/or online landing page for prospective new businesses outlining process and contacts necessary for operating in the Village.	Programming	Merchant's Council Chamber of Commerce	Low	Short-term	NYS ESD; NYS Homes & Community Renewal; Westchester County; National Grid grants
E-3a:	Update and expand design guidelines	Policy or Regulation	Board of Trustees	Low	Short-term	NYS ESD; NYS Homes & Community Renewal
E-3b:	Explore strategies to incentivize local property owners to improve storefront appearance and maintenance, such as a façade improvement program.	Capital Project	Board of Trustees Merchant's Council Chamber of Commerce LDC	Medium	Ongoing	NYS ESD; NYS Homes & Community Renewal
E-3c:	Improve streetscape on Beekman Avenue, Cortlandt Street, and Valley Street to provide additional lighting, signage, street furniture, street trees, public art, and improvements for pedestrians and cyclists.	Capital Project	Board of Trustees	Medium	Medium-term	NYS ESD; NYS Homes & Community Renewal; NYS DOT

Economic Resources						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
E-3d:	Identify potential locations for public plazas and pocket parks.	Capital Project	Board of Trustees	Medium	Medium-term	NYS ESD; NYS Homes & Community Renewal; NYS DOT
E-3e:	Consider creating a Business Improvement District (BID) to supplement the work currently performed by the Sleepy Hollow Merchants Council.	Policy or Regulation	Board of Trustees Merchant's Council Chamber of Commerce	Low	Medium-term	NYS ESD; NYS Homes & Community Renewal; Westchester County; National Grid grants
E-4a:	Encourage local hiring for projects receiving local incentives (e.g., IDA, LDC).	Policy or Regulation	Board of Trustees IDA LDC	Low	Ongoing	Westchester County
E-4b:	Study options to improve transit connections between local neighborhoods, transit hubs, and job centers.	Study	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; NYS DOT
E-4c:	Seek opportunities to attract new businesses to Sleepy Hollow.	Study	Board of Trustees Merchant's Council Chamber of Commerce	Low	Ongoing	NYS ESD; NYS Homes & Community Renewal; Westchester County; National Grid grants

Housing						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
H-1a:	Complete a comprehensive housing study.	Study	Board of Trustees Building Department	Low	Short-term	NYS Homes & Community Re-newal; Westchester Housing Action Council
H-1b:	Create a strategy for more consistent enforcement of building code violations that ensure safety and better living conditions.	Policy or Regulation	Board of Trustees Building Inspector	Low	Ongoing	NYS Homes & Community Re-newal; Pace Land Use Law Center
H-1c:	Develop a strategy to phase out nonconforming industrial uses from residential areas.	Policy or Regulation	Board of Trustees	Low	Medium-term	NYS Homes & Community Re-newal; Pace Land Use Law Center
H-2a:	Attract private developers to create workforce housing in the Village.	Partnership	Board of Trustees IDA LDC	Low	Ongoing	NYS ESD; Westchester County
H-2b:	Explore potential to facilitate accessory apartments in single-family homes.	Policy or Regulation	Board of Trustees Building Department	Low	Medium-term	NYS Homes & Community Re-newal; Pace Land Use Law Center
H-2c:	Create a vision to redevelop the existing DPW site.	Capital Project	Board of Trustees	High	Medium-term	NYS ESD; NYS Homes & Community Renewal; Westchester County; National Grid grants
H3-a:	Encourage transit-oriented development in Downtown Sleepy Hollow.	Policy or Regulation	Board of Trustees	High	Medium-term	NYS ESD; Westchester County; Pace Land Use Law Center
H3-b:	Redevelop DPW site	Capital Project	Board of Trustees	High	Medium-term	
H3-c:	Explore regulatory changes to promote mixed-use and/or residential redevelopment of sites in the downtown.	Policy or Regulation	Board of Trustees Building Department	Low	Medium-term	

Land Use and Zoning						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
L-1a:	Revise the R-4A zoning on Hudson Street to preserve residential character.	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center
L-1b:	Revise the C-2 zoning to encourage renovation of existing buildings and development of affordable housing near the train station.	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center
L-1c:	Consider rezoning the lower portion of Beekman Avenue from C-2 to R-5, as commercial zoning is oversized and in some areas mostly used for residential purposes.	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center
L-2a:	Adjust the requirement for site plan approval for a change of use, only requiring it where the parking demand would increase.	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center
L-2b:	Establish a package of zoning incentives, such as increased building height in the C-2 district and portions of the R-5 district	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center
L-2c:	Review permitted uses, area and bulk requirements, parking requirements, and other provisions of the Central Commercial (C-2) zoning district to remove barriers to entrepreneurs, new business types, and experiential retail.	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center
L-2d:	Eliminate inappropriate auto-oriented uses (such as car washes) as permitted uses in the C-2 zone.	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center
L-2e:	Consider eliminating residential-only uses as permitted uses in the C-2 zone. These uses could be allowed via special permit.	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center
L-2f:	Ensure that appropriate types of home-based business are allowed in residential neighborhoods.	Policy or Regulations	Board of Trustees	Low	Short-term	Westchester County; Pace Land Use Law Center
L-2g:	Review parking and loading requirements to ensure they are supportive of a business-friendly environment while balancing actual parking needs.	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center

Land Use and Zoning						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
L-3a:	Address allowable scale of new development to protect character and quality design.	Policy or Regulations	Board of Trustees	Low	Short-term	NYS ESD; Westchester County; Pace Land Use Law Center
L-3b:	Closely monitor single-family residential zones to ensure that new homes are appropriate in terms of massing, setbacks and bulk.	Policy or Regulations	Board of Trustees	Low	Short-term	Westchester County; Pace Land Use Law Center

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Connectivity						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
C-1a:	Redesign key intersections to improve pedestrian and bicyclist safety.	Capital Project	Board of Trustees	High	Medium-term	NYS Homes & Community Re-newal; Westchester County; NYS DOT
C-1b:	As appropriate, implement recommendations of the Route 9 Active Transportation Conceptual Design Plan.	Capital Project	Board of Trustees NYS DOT	High	Medium-term	NYS Homes & Community Re-newal; Westchester County; NYS DOT
C-1cb:	Coordinate with Tarrytown to improve pedestrian safety to the Tarrytown Metro-North station.	Capital Project	Board of Trustees Village of Tarrytown	Medium	Medium-term	NYS Homes & Community Re-newal; Westchester County; NYS DOT
C-1dc:	Address vehicular impacts in residential neighborhoods, such as speeding and traffic congestion at certain locations, through traffic calming measures as needed.	Capital Project	Board of Trustees	Medium	Medium-term	NYS Homes & Community Re-newal; Westchester County; NYS DOT
C-1ed:	Install/improve sidewalks within a quarter-mile of schools and parks and throughout the central village.	Capital Project	Board of Trustees	Medium	Medium-term	NYS Homes & Community Re-newal; Westchester County; NYS DOT
C-1fe:	Create a comprehensive wayfinding and branding system, including location of parking areas, safe bicycle routes, directions and distance to key sites and attractions, and historical information.	Capital Project	Board of Trustees	Medium	Medium-term	NYS Homes & Community Re-newal; Westchester County; National Grid grants
C-2a:	Implement parking management strategies to improve parking for residents, businesses, and visitors.	Capital Project	Board of Trustees	Low	Short-term	NYS Homes & Community Re-newal; Westchester County; National Grid grants
C-2b:	Amend parking requirements to be in line with Institute for Transportation Engineers (ITE) guidelines for communities of Sleepy Hollow's size and proximity to transit.	Policy or Regulation	Board of Trustees	Low	Short-term	NYS Homes & Community Re-newal; Westchester County; Pace Land Use Law Center; NYSE-DA
C-2c:	Institute a payment-in-lieu of parking program.	Policy or Regulation	Board of Trustees	Low	Short-term	Pace Land Use Law Center; NYSE-DA

Connectivity						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
C-3a:	Create a shuttle service that links transit, neighborhoods, and employment centers.	Partnership / Study	Board of Trustees Village of Tarrytown Westchester Bee-Line Metro-North Employers	High	Medium-term	NYS ESD; Westchester County; NYSE- DA
C-3b:	Consider implementing individualized transportation options, such as bike share and/or dockless electric scooters.	Partnership	Board of Trustees Private operator	Low	Short-term	NYS ESD; Westchester County; NYSE- DA
C-3c:	Explore creation of multi-use on-street and off-street lanes for bikes and other forms of alternative transportation.	Capital Project	Board of Trustees	Medium	Medium-term	NYS Homes & Community Re-newal; Westchester County; NYS DOT; NYSEDA
C-3d:	Install more bike infrastructure at train stations and in the Downtown.	Capital Project	Board of Trustees	Medium	Medium-term	NYS Homes & Community Re-newal; Westchester County; NYS DOT; NYSEDA
C-3e:	Consider the possibility of creating recreational excursion ferry service connecting to other Hudson River towns.	Partnership Study	Board of Trustees Private operator	High	Long-term	NYS ESD; Westchester County; NYS DOT; NYSEDA

Parks and Open Space						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
P-1a:	Identify and implement targeted improvements at parks and open spaces throughout the Village.	Capital Project	Board of Trustees Recreation and Parks Department	Medium	Medium-term	NYS DEC; NYS OPRHP; Hudson River Valley Greenway
P-1b:	Develop and implement a unified park signage program to clearly identify all Village parks.	Capital Project	Board of Trustees Recreation and Parks Department	Low	Short-term	NYS DEC; NYS OPRHP; Hudson River Valley Greenway
P-1c:	Explore the potential for one or more additional dog parks at existing Village parks.	Capital Project	Board of Trustees Recreation and Parks Department	Low	Short-term	NYS DEC; NYS OPRHP; Hudson River Valley Greenway
P-2a:	Improve and expand water-related recreation facilities at Kingsland Point Park.	Capital Project	Board of Trustees Recreation and Parks Department Westchester County	Medium	Medium-term	NYS DEC; NYS OPRHP; Hudson River Valley Greenway
P-2b:	Continue to extend the Riverwalk from Horan's Landing to Rockwood Hall.	Capital Project	Board of Trustees Recreation and Parks Department Westchester County Edge-on Hudson	Medium	Medium-term	NYS DEC; NYS OPRHP; Hudson River Valley Greenway
P-2c:	Consider the potential for the consideration of additional docking and/or mooring facilities for transient boats and opportunities for recreational and commuter ferry operations.	Study	Board of Trustees Waterfront Advisory Committee	Low	Long-term	NYS DEC; NYS OPRHP; Hudson River Valley Greenway
P-2d:	Continue to encourage and maintain water-dependent and/or water-enhanced public recreational uses.	Policy or Regulation	Board of Trustees Waterfront Advisory Committee	Low	Ongoing	N/A
P-2e:	Upgrade waterfront parks and open spaces to prepare for the impacts of rising sea levels.	Capital Project	Board of Trustees	Medium	Long-term	NYS DEC; NYS OPRHP; Hudson River Valley Greenway; NYSERDA

Natural Environment						
	Recommendation	Type	Responsible Party	Cost	Timeline	Potential Funding Sources
N-1a:	Seek funding to stabilize the shoreline at Fremont Pond.	Capital Project	Board of Trustees	Medium	Medium-term	NYS DEC; NYS OPRHP; Hudson River Valley Greenway; NYSERDA
N-1b:	Encourage more public activities at Fremont Pond, while recognizing limited public shoreline access and limited public parking.	Programming	Recreation and Park Department	Low	Ongoing	N/A
N-1c:	Continue education efforts for homeowners adjacent to the pond and upstream property owners on impacts caused by fertilizer and other non-point sources of stormwater pollution.	Policy or Regulation	Board of Trustees	Low	Ongoing	NYS DEC; Hudson River Valley Greenway; NYSERDA
N-2a:	Seek funding to install a filtration system at Route 9, including green infrastructure and educational signage.	Capital Project	Board of Trustees NYSDOT NYSDEC	Medium	Long-term	NYS DEC; Hudson River Valley Greenway; NYSERDA
N-2b:	Stabilize shoreline of the Pocantico River with natural shoreline solutions, where possible.	Capital Project	Board of Trustees	Medium	Medium-term	NYS DEC; Hudson River Valley Greenway; NYSERDA
N-2c:	Explore recommendations from the Pace University culvert expansion study and consider options to improve wildlife passage and reduce flooding.	Capital Project	Board of Trustees	Medium	Medium-term	NYS DEC; Hudson River Valley Greenway; NYSERDA
N-2d:	Coordinate with municipalities throughout the Pocantico River Watershed to explore upstream solutions to water quality issues.	Partnership	Board of Trustees Surrounding municipalities	Medium	Long-term	NYS DEC; Hudson River Valley Greenway; NYSERDA; Westchester County
N-3a:	Reconstruct riverbanks and bulkheads along the Hudson River at Kingsland Point Park and Ichabod's Landing, using natural shoreline stabilization best practices where possible.	Capital Project	Board of Trustees	Medium	Medium-term	NYS DEC; Hudson River Valley Greenway; NYSERDA
N-3b:	Maintain and upgrade storm drainage lines.	Capital Project	Board of Trustees	High	Medium-term	NYS DEC; NYSERDA
N-4a:	Coordinate with Village staff, Westchester County, and Edge-on-Hudson to evaluate opportunities to increase public access to the Hudson River waterfront.	Capital Project	Board of Trustees Westchester County Edge-on-Hudson	Medium	Medium-term	NYS DEC; Hudson River Valley Greenway; NYSERDA; NYS OPRHP Westchester County
N-4b:	Ensure that hiking trails remain of the highest quality to promote opportunities to experience the outdoors within Sleepy Hollow.	Capital Project	Board of Trustees	Medium	Medium-term	NYS DEC; Hudson River Valley Greenway; NYSERDA; NYS OPRHP
N-4c:	Coordinate with owners of the Rockefeller properties to expand public access.	Partnership	Board of Trustees Recreation and Parks Department Rockefeller Properties	Low	Ongoing	NYS DEC; Hudson River Valley Greenway; NYS OPRHP

Natural Environment						
	Recommendation	Type	Responsible Party	Cost	Timeline	Potential Funding Sources
N-5a:	Establish a zoning code provision for lot coverage as distinct from building coverage, to reduce other paving elements such as parking areas, patios, sidewalks, etc.	Policy or Regulation	Board of Trustees	Low	Short-term	Pace Land Use Law Center; NYSERDA
N-5b:	Establish a policy of installing green infrastructure and using best management practices where practical in conjunction with future roadway and sidewalk improvements, parking lot improvements, and other public projects.	Policy or Regulation	Board of Trustees DPW	Low	Short-term	Pace Land Use Law Center; NYSERDA

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Sustainability						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
S-1a:	Explore opportunities for renewable energy production and reduced energy consumption on publicly owned sites, infrastructure, and municipal buildings.	Capital Project	Board of Trustees DPW SHEAC	Medium	Medium-term	NYS DEC; NYSERDA
S-1b:	Adopt solar zoning legislation to encourage and regulate installation of building-mounted and ground-mounted photovoltaic arrays.	Policy or Regulation	Board of Trustees SHEAC	Low	Short-term	NYS DEC; NYSERDA; Pace Land Use Law Center
S-1c:	Amend the zoning code to remove barriers to sustainability.	Policy or Regulation	Board of Trustees SHEAC	Low	Short-term	NYS DEC; NYSERDA; Pace Land Use Law Center
S-1d:	Create a Climate Action Plan to follow adoption of the New York State Climate Smart Communities Pledge to guide implementation of best practices for mitigating and adapting to climate change.	Policy or Regulation	Board of Trustees SHEAC	Low	Short-term	NYS DEC; NYSERDA
S-1e:	Install additional Electric Vehicles (EV) charging stations in municipal parking lots.	Capital Project	Board of Trustees DPW SHEAC	Medium	Medium-term	NYSERDA; National Grid grants
S-2a:	Support ongoing work of the Environmental Advisory Committee to reduce waste by the community and increase recycling rates.	Policy or Regulation	Board of Trustees SHEAC Tarrytown	Low	Short-term	NYS DEC; NYSERDA
S-3a:	Conserve water by continuing to replace and reline water pipes.	Capital Project	Board of Trustees DPW	Medium	Medium-term	NYS DEC; NYSERDA
S-3b:	Encourage energy-efficient and water-conserving features in new development, e.g. EnergyStar appliances, low-flow toilets, etc.	Capital Project	Board of Trustees DPW SHEAC	Low	Short-term	NYS DEC; NYSERDA
S-3c:	Explore the adoption of a Steep Slope Ordinance to regulate development on hillsides and steeply sloped areas.	Policy or Regulation	Board of Trustees	Low	Short-term	NYS DEC; NYSERDA; Pace Land Use Law Center
S-4a:	Implement complete streets policy.	Policy or Regulation	Board of Trustees SHEAC	Low	Short-term	NYS DEC; NYSERDA; Pace Land Use Law Center

Community Resources						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
CR-1a:	Encourage creation of a non-profit arts-focused community space to increase visibility of the local arts community and provide resources for local artists.	Capital Project		Medium	Medium-term	NYS Council on the Arts
CR-1b:	Support, acknowledge, and showcase the cultural influence of new residents as a resource to preserve and share culturally diverse forms of expression.	Policy or Regulation		Low	Short-term	NYS Council on the Arts
CR-2a:	Explore strategies to grow the tourism industry throughout the year to bring visitors during other seasons, in addition to the strong fall season.	Partnership	Merchant's Council Chamber of Commerce Visit Sleepy Hollow	Low	Short-term	NYS ESD; NYS Council on the Arts
CR-2b:	Develop a coordinated campaign to attract visitors by promoting Sleepy Hollow's historical sites and attractions year-round	Partnership	Merchant's Council Chamber of Commerce Visit Sleepy Hollow	Low	Short-term	NYS ESD; NYS Council on the Arts; Hudson River Valley Greenway
CR-2c:	Explore the possibility of offering excursion packages in collaboration with Metro-North, the Village of Tarrytown, and local historical sites, hotels, and restaurants.	Partnership	Merchant's Council Chamber of Commerce Visit Sleepy Hollow Metro-North	Low	Short-term	NYS ESD; MTA
CR-3a:	Coordinate with Phelps Memorial Hospital and the Open Door Family Medical Center to ensure that they continue to thrive as key public health assets for the region, serving patients of all income levels.	Partnership	Phelps Memorial Hospital Open Door Family Medical Center	Low	Ongoing	NYS DOH; NYS Health Foundation
CR-3c:	Explore the viability of developing community gardens where appropriate	Capital Project	Board of Trustees Recreation and Parks Department	Low	Medium-term	NYS DEC; NYSERDA
CR-3d:	Explore the potential for a year-round farmer's market.	Partnership	Board of Trustees Recreation and Parks Department Village of Tarrytown	Low	Medium-term	NYS Department of Agriculture & Markets

Municipal Services						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
M-1a:	Update municipal facilities	Capital Project	Board of Trustees DPW	High	Medium-term	DASNY
M-1b:	Explore potential to consolidate fire stations to ensure that they appropriately balance the need to serve all areas of the Village, with the need to maximize fiscal efficiency.	Capital Project	Board of Trustees Fire Department	High	Medium-term	NYS DOS; DASNY
M-1c:	Explore potential new facility for Emergency Medical Services (EMS).	Capital Project	Board of Trustees Ambulance Corps	High	Medium-term	NYS DOS; DASNY
M-1d:	Review staffing and volunteer corps for public safety services and develop plans to phase in, equip, and train additional police, fire, and SHEAC personnel as needed to serve the growing population of Sleepy Hollow.	Policy or Regulation	Board of Trustees Village Administrator Fire Department Ambulance Corps Police Department	Low	Ongoing	NYS DOS; U.S. Department of Homeland Security
M-2a:	Improve waste collection of street garbage cans, condition of sidewalks, street trees, perception of safety issues, and maintenance of the public realm.	Programming	Village Manager DPW	Low	Ongoing	NYS DEC; NYSERDA
M-3a:	Continue to explore combining drinking water systems with Tarrytown and Briarcliff Manor.	Capital Project	Board of Trustees Village Administrator Village of Tarrytown Village of Briarcliff Manor	High	Long-term	NYS DEC; NYS DOS
M-3b:	Study potential services/facilities that could be shared with Tarrytown.	Partnership	Board of Trustees Village Administrator Village of Tarrytown	Low	Medium-term	NYS DOS
M-4a:	Explore consolidating and/or divesting Village-owned property to expand the tax base.	Capital Project	Board of Trustees DPW	Medium	Medium-term	NYS DOS; NY ESD
M-4b:	Consider zoning changes to incentivize adaptive re-use of vacant or underutilized buildings.	Policy or Regulation	Board of Trustees Zoning Board Building Department	Low	Short-term	NYS ESD; Pace Land Use Law Center
M-4c:	Conduct a revaluation of properties in the Village and explore whether the home-stead tax option should be eliminated.	Policy or Regulation	Board of Trustees Assessor	Low	Short-term	NYS Department of Taxation and Finance

Governance, Communication, and Transparency						
	Recommendation	Type	Responsible Party	Cost	Timeframe	Potential Funding Sources
G-1a:	Continue working on shared services opportunities with neighboring municipalities and advocate to regional agencies about policy/capital improvements that will benefit Sleepy Hollow.	Partnership	Board of Trustees Village Administrator	Low	Medium-term	NYS DOS
G-2a:	Continue to enhance existing mechanisms of public participation and meaningful input in decision-making processes.	Policy or Regulation	Board of Trustees	Low	Short-term	NYS DOS
G-2b:	Expand use of Village website to communicate with the Village residents and visitors	Policy or Regulation	Village Administrator	Low	Short-term	NYS DOS
G-2c:	Consider establishing an ad hoc Comprehensive Plan Implementation Advisory Committee to assist the Village staff and Board of Trustees in prioritizing and furthering Plan recommendations.	Policy or Regulation	Board of Trustees	Low	Short-term	N/A
G-3a:	Support the liaison to the Spanish-speaking community	Policy or Regulation	Board of Trustees	Low	Ongoing	NYS DOS
G-3b:	Continue to coordinate with local community groups to get feedback from the Spanish-speaking community.	Policy or Regulation	Board of Trustees	Low	Ongoing	N/A
G-3c:	Improve upon Police Department communications to the Spanish-speaking community.	Policy or Regulation	Board of Trustees Police Department	Low	Ongoing	NYS DOS
G-3d:	Explore the use of more physical methods of public communication to reach members of the community who are not online.	Policy or Regulation	Board of Trustees Village Administrator	Low	Ongoing	N/A
G-4a:	Explore strategies to improve municipal efficiency.	Study	Board of Trustees Village Administrator	Low	Medium-term	NYS DOS