



Downtown Revitalization Initiative

APPLICATION

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: *Mid-Hudson.*

Municipality Name: *Village of Sleepy Hollow.*

Downtown Name: *Downtown Sleepy Hollow.*

County Name: *Westchester.*

Vision for Downtown. Provide a brief statement of the municipality's vision for downtown revitalization.

No other municipality in the Mid-Hudson Region has the opportunity to leverage a \$1 billion investment and the jobs, housing, and population growth that will come with it—for itself and its surrounding communities. While the Village of Sleepy Hollow is on the brink of catalytic change, thanks to years of work from both the public and private sectors, its downtown is in need of assistance. Sleepy Hollow is almost completely developed and is in the process of redevelopment. Its downtown has many underutilized parcels and needs infrastructure upgrades and additions to turn recent investments into lasting economic growth. Settled in 1664 as a Dutch shipping post, the Village that is known for its General Motors site was developed long before the automobile and is finally returning to its historical roots: capitalizing on its dense network of winding streets and the new connection of its inner village to the waterfront and two nearby train stations, as well as to the shared-use path soon offered by the new Mario M. Cuomo Bridge. Sleepy Hollow has historical significance, a contemporary vision, an urban fabric, a diverse population, and leadership that is committed, consistent, and capable. To successfully seize the opportunity offered by the enormous private investment being made in our Village and prepare for the influx of over 3,000 residents, public action is needed—action that generates a sustained and widespread private market reaction that builds the local economy and improves quality of life, making our downtown more attractive and convenient; balancing the public realm; and reclaiming spaces for people. Such actions take smart planning, technical assistance, and public capital. With a DRI investment from New York State, Sleepy Hollow will create, enhance, and capitalize on its linkages to the waterfront and many other assets that will ensure this profound and lasting change, enabling the Village to once again flourish as a regionally significant, mixed-use, urban center creating ongoing value for the Mid-Hudson region.

JUSTIFICATION

Provide an overview of the downtown area nominated for the DRI program, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.

Fifty years after urban renewal efforts removed our main commercial corridor and twenty years after the shuttering of the General Motors plant—our largest local employer with 12,000 workers at its height—the Village of Sleepy Hollow has positioned itself to reemerge as a hub of economic activity, history, recreation,

diversity, mobility, and culture serving its own citizens, residents of adjacent communities, and its many tourists from both near and far.

Sleepy Hollow has unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage and diversity. In recent years we have earned confidence from major institutions considering reinvestment, including Northwell Health, which just invested \$400 million in improvements to its Phelps Hospital site; Regeneron, which started in the Village with a \$200,000 State grant under Gov. Mario Cuomo and recently reinvested over \$770 million in the area, purchasing the former IBM site and Union Carbide buildings; and Open Door Family Medical Centers, which purchased three additional properties and relocated their main clinic to a larger site still within the Village. We are also attracting new growth, with private developers investing over \$200 million in the Edge-on-Hudson project on the Village's former General Motors site (which will include 1,177 residential units, 135,000 square feet of retail, 35,000 square feet of office, a 140-room hotel, 13 acres of waterfront open space, and over 600 permanent jobs) immediately contiguous to the State of New York's \$5 billion investment in the new Mario M. Cuomo Bridge, along with vehicular and pedestrian amenities, additional bus transit, and a bicycle planning study completed for the Route 9 corridor that runs directly through the Village, making it more accessible. Historic Hudson Valley, through the assistance of the Village, will be expanding its parking capacity for its Phillipsburg Manor site to increase tourism and nearby Lyndhurst is investing \$1 million in a landscape restoration project that is projected to double its visitorship over the next three years.

These new investments and existing resources have the potential to generate a transformational level of economic activity for the Village of Sleepy Hollow, its surrounding communities, and the entire Mid-Hudson Region—and we will not let this opportunity pass. Sleepy Hollow's elected leaders are united, determined, and supported by the public. As this grant application will show, we have already embarked on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists, create jobs, infuse the economy with new capital, preserve ethnic diversity, protect diverse housing opportunity, enhance quality of life, increase mobility, and restore our vibrant inner-village. Obtaining DRI funding to prepare our community for the anticipated influx of over 3,000 residents and bolster the success of recent public and private sector investment is critical to Sleepy Hollow's preparation, transformation, and preservation.

Residents, businesses, cultural heritage groups, public health organizations, and Village officials are collaborating and investing in Sleepy Hollow as a place worthy of its legendary name. We have already taken steps to position our Village to best capitalize on the \$10 million Downtown Revitalization Initiative award, should we be selected. Most importantly, Sleepy Hollow has the vision, unity, commitment, skills, and capacity to implement and support ongoing success.

DOWNTOWN IDENTIFICATION

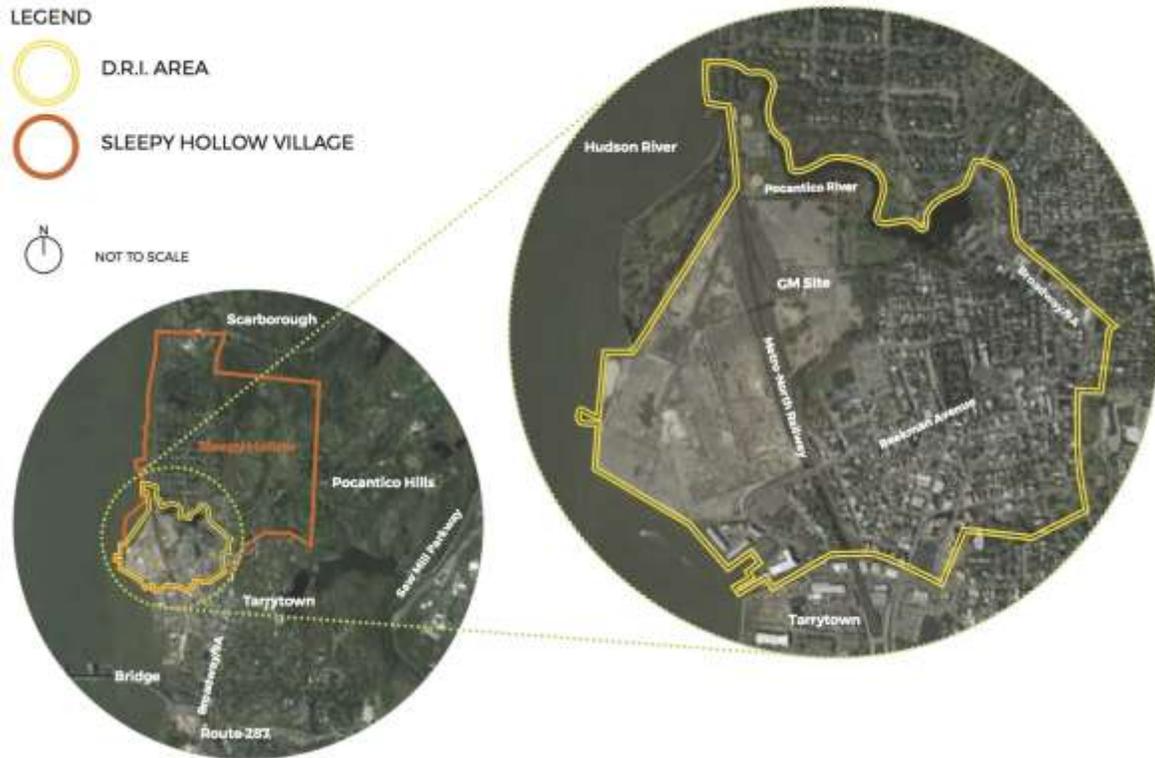
This section should be filled out with reference to the list of desired attributes for participation in the DRI as set forth in the *Downtown Revitalization Initiative Guidebook*.

- 1) Boundaries of the proposed DRI area.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be concentrated and well-defined. Neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment. Attach a map that clearly delineates the area to be included in the downtown revitalization area.

Sleepy Hollow's DRI area boundaries run from the southern boarder of the Village west to the Hudson River, east to Route 9 and north to the Old Dutch Church, where it turns to follow the northern side of the Pocantico River until it reaches the Hudson. The area overlays the southwestern corner of the Village and

includes all of the Village’s mixed-use “Residence/Commercial” district, medium- and high-density “Multiple Residence” districts, all commercial districts, public parking areas, and the new mixed-use “Riverfront Development” district. The total area is approximately 0.45 square miles that are walkable, bikeable, and accessible by public transit.

SLEEPY HOLLOW D.R.I. BOUNDARY MAP



2) Description of catchment area. Outline why the proposed DRI area, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing or increasing population within easy reach for whom this would be the primary downtown destination.

Downtown Sleepy Hollow contains significant ethnic and economic diversity and a vibrant mix of uses at the density characteristic of pre-automobile communities—but the downtown is quickly expanding. Sleepy Hollow’s DRI area includes the former General Motors site, soon home to the 1,100+ unit, mixed-use, Edge-on-Hudson development with a hamlet center pattern and the architectural style of pre-1900 Hudson River communities. Bringing with it a critical mass of new residents, the growth of the Village’s core will increase Sleepy Hollow’s current population of 10,242 (2015 census) by 25% by the time it is complete in 2021. With the expansion of the Phelps Hospital and Regeneron Laboratories campuses, the workforce in the area has also grown considerably already. Other neighborhoods in Sleepy Hollow include Webber Park, Briggsville, Sleepy Hollow Manor, Philipse Manor, and the senior living facility Kendal-on-Hudson. Many neighborhoods in surrounding communities (such as Pocantico Hills and Scarborough) rely already on Sleepy Hollow as their primary downtown—a net that will be cast wider as the urban “Beekman Place District” opens, extending

the Village's main commercial corridor to the waterfront, populated with shops, cafes, a full service grocery store, and other opportunities to provide services and create connectivity.

The DRI area is at the center of activity for its catchment area. It is easily accessible by car, bus, train, and bike and, now, to the new Mario M. Cuomo Bridge, which will be mass-transit ready with space for Bus Rapid Transit and a design that can accommodate future light rail or commuter rail, in addition to its shared-use path for pedestrians and cyclists. Sleepy Hollow's DRI area is served by two Metro North train stations within walking distance: Tarrytown and Philipse Manor. A public trolley connecting the Edge development with the Tarrytown station (a 30-minute ride from Grand Central) is forthcoming, with plans to extend this service through a public-private partnership that will create a roundtrip loop connecting the north of Sleepy Hollow, Beekman Avenue, and the commercial district in Tarrytown. Beekman Avenue is served by the Westchester Bee-Line bus system, and Route 9 is one of the State's major north-south roadways, with connections to Interstate 287 and the new Mario M. Cuomo Bridge. The Village's existing and forthcoming population, development pattern, compact size, access to transit, and opportunities for strategic investment create a DRI area perfectly suited to support vibrant, year-round development.

3) Past Investment, future investment potential. Describe how this DRI area will be able to capitalize on prior private and public investment, or catalyze future investments in the neighborhood and its surrounding areas.

Nearby investments

GOV. MARIO M. CUOMO BRIDGE: The State of New York's \$5 billion investment in the new Mario M. Cuomo Bridge, along with vehicular and pedestrian amenities, additional bus transit, and a bicycle planning study completed for the Route 9 corridor that runs directly through the Village, making it more accessible.

ROUTE 9 STREETScape (\$1,000,000) – All of the sidewalks along Route 9 in the subject area were replaced last year. The project also included new lighting, benches, signage and handicap accessible intersections.

BEEKMAN AVENUE SIDEWALKS AND DECORATIVE LIGHTING (\$600,000) - Replacement of the lights will be done by the end of the year. New sidewalk will be installed in 2019.

STATUE ISLAND (\$300,000) - The Village received grants to beautify the Horseman Statue island and to improve pedestrian access. This is a popular tourist area.

RIVERSIDE DRIVE RIVERWALK (\$400,000) - This decorative walk is currently being constructed. It is just outside the subject area but connects to the Riverwalk and Train Station which are in the subject area. Work will be completed by the end of July.

PARK IMPROVEMENTS (\$600,000) - Three parks in the subject area received funding. Work included a new playground, a new comfort station and replacement of a turf field. Additional park improvements were also made.

- The existence of developable properties within the downtown, including properties that can be utilized for varying levels of housing affordability and mixed uses

Sleepy hollow has many underutilized and distressed properties in the DRI area that are ripe for investment. A map done by building department that identified troubled/distressed properties in the village. For example: 8-building mixed-use portfolio of income producing rental properties with rezoning potential in the DRI area was just brought to market for \$12,500,000.

- The growth potential and community involvement of anchor institutions in or near the downtown

In recent years we have earned confidence from major institutions considering reinvestment, including Northwell Health, which just invested \$400 million in improvements to its Phelps Hospital site; Regeneron, which started in the Village with a \$200,000 State grant under Gov. Mario Cuomo and recently reinvested over \$770 million in the area, purchasing the former IBM site and Union Carbide buildings; and Open Door Family Medical Centers, which purchased three additional properties and relocated their main clinic to a larger site still within the Village. We are also attracting new growth, with private developers investing over

\$200 million in the Edge-on-Hudson project on the Village's former General Motors site (which will include 1,177 residential units, 135,000 square feet of retail, 35,000 square feet of office, a 140-room hotel, 13 acres of waterfront open space, and over 600 permanent jobs) immediately contiguous to the State of New York's \$5 billion investment in the new Mario M. Cuomo Bridge, along with vehicular and pedestrian amenities, additional bus transit, and a bicycle planning study completed for the Route 9 corridor that runs directly through the Village, making it more accessible. Historic Hudson Valley, through the assistance of the Village, will be expanding its parking capacity for its Phillipsburg Manor site to increase tourism and nearby Lyndhurst is investing \$1 million in a landscape restoration project that is projected to double its visitorship over the next three years.

- The municipality's current investment commitment to the downtown, as demonstrated by business improvement districts, actively engaged IDAs and land banks, or partnerships with non- profits

Sleepy Hollow Commons is the 28-acre site where the Village will create a meaningful civic space. It is envisioned as a Village Common, an amenity that heretofore had not existed. It will include a community center, an outdoor amphitheater, recreational facilities, and a "great lawn." The Village's DPW will be moved from its current location on the riverfront on its southern border to the back side of the new parcel (thus freeing up the last underdeveloped space along our riverfront). and will connect people to the adjacent riverfront development via a new bridge crossing over the railroad tracks, which will create the essential link for the entire community to access and enjoy the waterfront, shops, cafes, grocery store, and other amenities. The project will also include improvements to a currently-closed pedestrian overpass between Devries Field and Westchester County's Kingsland Point Park, also creating these important linkages and improving access to the Philipse Manor Train Station. A Final Environmental Impact Statement for the East Parcel was completed in March 2017. The Riverfront Development Concept Plan for this \$50-\$60M project has been approved and the Village is already commencing a \$10 million initial infrastructure investment related to sewer and water main relocations.

- The ability of existing infrastructure to support development of the downtown, and the potential to maximize recent infrastructure upgrades

WATER RESERVIOR \$6,000,000 - Projects recently completed by the Village, all of which were grant projects.

Prior to its construction, the Village had an insufficient amount of water storage capacity. As a result, no new development (including the Edge) could be built in the Village. The project was completed last fall.

FIRE APPARATUS \$1,100,000 - Projects recently completed by the Village, all of which were grant projects.

The Village just purchased a new ladder fire truck. The apparatus will primarily be used in the downtown area because of the heights of the buildings. Over the last ten years, Sleepy Hollow has had several serious fires in the downtown.

WASHINGTON/VALLEY CULVERT PROJECT (\$550,000) - Current projects either approved or under construction.

The storm water culvert along Washington and Valley Street is collapsing and needs to be replaced. The project is currently being designed by our engineer and the Village Board has allocated funds for this project.

4) Recent or impending job growth. Describe how recent or impending job growth within or near the DRI area will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

In addition to the 1250 new temporary construction jobs projected by the Edge-on-Hudson development over the next seven years and the 250 permanent jobs that Edge projects once it is complete, Sleepy Hollow has identified a number economic sectors which the Village can, and in some cases, must support. All will experience meaningful growth over the next decade that will either be generated from the Inner Village acting as a catalyst or the Inner Village will be the beneficiary of the anticipated multiplier effect. They are:

restaurant and hospitality services; tourism; healthcare and bio-medical research: Phelps Hospital, Regeneron and NY Medical College expect “significant” job growth; retail and hotel staff, maintenance and landscaping, office workers; downtown construction; and expansion/modernization of Village workforce.

Restaurants and hospitality service is a growing dynamic cluster in the Lower Hudson Valley. In Sleepy Hollow, this industry is driven by entrepreneurs with assistance from NY State. Sleepy Hollow is already showing signs of financial muscle. With the renown Blue Hill at Stone Barns in Pocantico at one end of the scale, smaller farm-to-table and artisanal restaurants have recently chosen to open here. These spaces reflect an entrepreneurial way of thinking and are in keeping with the scale enjoyed by the Village.

One of the great drivers of tourism in the Mid-Hudson region is Historic Hudson Valley (HHV). HHV’s Philipburg Manor, a national historic landmark, promotes a number of special events throughout the year. It is especially successful with Halloween-themed events. Marketing surveys indicate that visitors on average spend \$92 on dining, shopping and lodging in the area as part of their visit to the Sleepy Hollow region for Halloween events. 30% of Westchester County’s hotel bookings occur in mid- to late October. Marketing efforts by HHV and Visit Sleepy Hollow using traditional methods and social media, have proven wildly successful. In 2016, HHV boasted over 89K visitors to Sleepy Hollow and they expect it to grow by another 10K in the near future.

Job growth anticipated from the priority list of projects for this application includes approximately 120 construction related jobs.

- 5) Attractiveness of physical environment.** Identify the properties or characteristics that the DRI area possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.

Sleepy Hollow is one of the most diverse communities in the country. It is a diversity that is to be celebrated.

Sleepy Hollow’s AMI is \$64K, well under the Westchester County median of \$103K. (By comparison, the AMI in Tarrytown, the neighboring village, is \$118K.) While the northern neighborhoods support high-end single-family homes with an AMI of \$175K, the AMI in the Inner Village is \$40K to \$60K. In the corridor on Valley Street, Sleepy Hollow’s most densely populated neighborhood, the AMI drops to \$20K to 40K. 7% of the Village lives below the poverty line, all residing in the Inner Village. Much of the population growth in the Inner Village is composed of recent Latino immigrants.

Housing in the downtown is dominated by multi-family buildings, including three apartment buildings with 450 units of permanently affordable to very low- and low-income households. One of these buildings is a 202, preserved for seniors; another is an 85 unit building operated by The North Tarrytown Housing Authority (NTHA); and 285 units in a privately owned building which receives project-based Section 8. Most buildings in the Village of 6 units or more are rent stabilized. One of the Inner Village’s greatest needs today is for workforce housing. Working through the Sleepy Hollow Local Development Corporation, the Mayor and the Executive Director of Phelps Hospital have been identifying potential sites. Open Door Medical Centers, a Federally-Qualified Health Care facility located in the DRI area, provides comprehensive services for uninsured and underinsured very low- and low-income residents. The Village supported its efforts to expand and it opened a new facility at the top a Beekman Avenue in 2017. Open Door invested significant

capital funds for this new facility with the intention of permanently providing its professional medical services. Nearby Phelps Hospital (Northwell Health) has a close working relationship with Open Door, including a new residents program for physicians.

Sleepy Hollow supports its senior population through the Meals on Wheels program and It Takes a Village 10591, a national volunteer organization for seniors in need. The 250 senior residents at Kendal are in the upper economic brackets. Many actively participate in local civic efforts, shop locally while supporting the Village and Phelps farmers markets, host the Sleepy Hollow High School performing arts clubs for Sunday concerts, and make substantial financial contributions to the local volunteer fire department and volunteer ambulance corps.

Warner Library, part of the Westchester Library System is the space where all generations of every economic status come together. It is an extraordinary resource, providing adult classes (sponsored by NYSICA/NYSCH), after-school enrichment programs, ESL and literacy efforts, classes in citizenship, films, a first-rate Children's Library, in addition to the outstanding county-wide lending program.

The Tarrytown Unified School District that serves Sleepy Hollow and Tarrytown anticipated the Edge development and financed a \$90M renovation and expansion of their facilities eight years ago. New grade allocations to the various schools in the two villages have been established. Public education is highly valued by residents which is reflected in the improving test scores and graduation rates over the past ten years. This is a school district that attends to the needs of all students without regard to economic status, immigrant status, or learning abilities. All students are encouraged to attend college and are supported by robust college prep and advance placement courses with a superb staff of college guidance counselors. The public school system is ready to welcome students from the Edge development.

- The “natural infrastructure” found year-round in Sleepy Hollow is extraordinary.

An internationally recognized artist (and local resident) forcefully argued in a recent discussion with the Mayor regarding artwork for the riverwalk that the most impactful sculpture was the Hudson River itself. The river, mitigated of many pollutants and with an extraordinary view of the new Governor Mario M. Cuomo Bridge, is the Village's greatest gift and asset. The reimaged Beekman Avenue and its redesign will take full advantage of the Hudson River viewshed.

On Sleepy Hollow's eastern boundary is the Rockefeller State Park Preserve and the Old Croton Aqueduct trail. Rockwood park, part of the Preserve is on the Village's northern boundary. The 1,400 plus acres in the Preserve are available year-round to the public. The Preserve is “an ever-growing haven of open space” supported by the vision and generosity of Rockefeller family as new parcels of land are deeded to the New York State Park system. It is a popular and beloved destination for walkers, joggers, anglers, horseback riders, birders (an Audubon designated IBA - Important Bird Area), artists and photographers from across the tri-State region. It is within walking distance of another area magnet, The Stone Barns Center for Food and Agriculture, which offers our community a chance to participate in Community Supported Agriculture. Rockwood which was the site of William Rockefeller's country estate is an Olmsted-designed landscape with panoramic views of the Hudson. The Old Croton Aqueduct Trail, a linear state park, traverses the Rockefeller lands and is a 2.5 mile section of the trail that runs from Van Cortlandt Park in the Bronx to the Croton Dam. Downtown Sleepy Hollow is bracketed by two well-used public parks with amenities: the Rev Sykes Park and Barnhart Park offer basketball, soccer, volleyball and playgrounds. It is also within walking distance of the Senior Center.

The Rivertown Runners sponsors a number of nationally sanctioned races throughout the year. Of the March 2017 Sleepy Hollow Half Marathon, a popular warm-up with New England runners for the Boston Marathon, Runner's Magazine wrote: "History, literature and distance running seamlessly blend to create one of the most challenging, beautiful and character-rich marathons in America." The course winds through "rolling verdant hills" and "charming neighborhoods with stately mansions," before tacking at the Hudson shore in view of the historic lighthouse. It ends where it begins, on the Beekman Avenue hill with "a high energy bar scene."

Locals and tourists alike stroll through the 85-acre Sleepy Hollow Cemetery which is listed on both the New York State and National Registers of Historic Places. The designed landscape of natural settings, rolling hills, the Pocantico River, and Hudson River views reflects the best efforts of the 19th-century rural cemetery movement. The Sleepy Hollow Historic Cemetery Fund, one of the Village's many 501 (c) 3s, sponsors numerous special events and three-season walking tours, in addition to attending to the on-going needs as an active burial ground.

Sleepy Hollow was designated A Tree City USA in 2000.

- Beekman Avenue and the Inner Village currently host a number of special events that celebrate heritage and culture throughout the year:

—Chilean Day Food and Music Festival: A one-day event that is held in Sykes Park each spring, this festival celebrates the culture of our Latino residents and attracts several thousand participants from the tri-State region.

—Sleepy Hollow St. Patrick's Day Parade: In 22 years, the Sleepy Hollow St. Patrick's Day Parade has grown to be the one of the largest St. Patrick's Day parades in Westchester, one enjoyed by numerous politicians and village elders. The parade which begins in Tarrytown and follows Route 9 north, culminates on Beekman Avenue, with all-Irish festivities including live music and food continuing into the night. Beekman Avenue is closed to vehicular traffic and does not re-open until the crowds thin out.

—Halloween Hayrides: The festivities that occur in and around Sleepy Hollow during the fall season, which includes an Oktoberfest of local craft beers, The Haunted Hollow at Historic Hudson Valley's Philipsburg Manor, Cemetery Lantern Tours, the Festival of Witches all began with the beloved Village-sponsored hayrides through the Cemetery. Initially conceived some twenty years ago as a small local event, the Hayride now attracts hundreds of families from the tri-State region. Tickets sell out well in advance of the event.

—Sleepy Hollow 4th of July Fireworks: This is one of the largest, most beautiful and popular fireworks display on the Hudson. It is the grand finale to all the rivertown village celebrations on that evening, usually right as Nyack concludes. With the Sleepy Hollow Lighthouse and the Governor Mario M. Cuomo Bridge as key set elements, people come from throughout Westchester to find space — from the shores of the Hudson in Tarrytown, on the lawns of hills at Sleepy Hollow High School, up Beekman Avenue, through Kingsland Point Park and Philipse Manor Beach Club, as well as the dozens of boaters and kayakers in the river. When the last display fizzles into the river, a ringing cheer from those who watched surrounds the Village.

—Taste of Sleepy Hollow: Sponsored by the Sleepy Hollow LDC, this early September weekend event highlights the different cultures and food in Sleepy Hollow: Greek, Mexican, Ecuadorian, Peruvian, Dominican, Irish, Italian, and American "comfort." Now in its fourth year, it draws approximately 1000 people from the tri-state region. Valley Street is closed to vehicular traffic and the space becomes an outdoor bazaar with live music.

—Circus Latino: A multi-cultural event celebrating the sights and sounds of Brazil and Latin America was produced by the Village in partnership with Westchester Circus Arts and Jazz Forum Arts. Sponsored by The Edge-on-Hudson, with support from the NYS Council on the Arts and WestchesterArts, the event under the big top sold to capacity (1500+) for five performances in September 2015.

—Village Clean-up Day: This annual event announces the beginning of spring. The Clean-up Day in the Inner Village includes two heavily used parks and a significant plot for an organic vegetable garden that is run cooperatively by the residents of the NTHA apartments. Hundreds of youth and adults work cooperatively to weed, dispose of trash and collect recyclables. The day culminates with a hot dog and hamburger cookout and free t-shirts for all the participants, sponsored by the Village.

Another environmental initiative that Sleepy Hollow launched recently is the installation of two free charging stations for electric automobiles.

The Hudson Valley Writer’s Center, The Gallery at Rockefeller State Preserve, Rivertown Artists Workshop (RAW), the Tarrytown Music Hall and Jazz Forum Arts are all vibrant organizations that help to define the cultural profile of the Village. Prose of Pi(e) hosts a monthly storytelling/pie-baking contest that draws many artists from the internationally-renowned Moth in NYC. It is always sold-out, no matter where the event is held. Performing arts at Sleepy Hollow High School are highly regarded, with a number of students choosing successfully to focus on careers in music and theater.

Seasonal entertainment include the aforementioned Horseman’s Hollow, the Witches Festival, Irving’s Legend at Sunnyside in Tarrytown and The Blaze in Croton. Other Historic Hudson Valley seasonal offerings include in the spring, the Djembe Dance Festival, Sheep to Shawl, and in the summer, A Night of Fire and Pirate Quest. The Village hosts a Winterfest on a hilltop in Rockwood in January with bonfires, cups of hot chocolate and chili, and sledding.

Looking to the future, the Village’s plan for the Sleepy Hollow Commons calls for a covered performance and dance area. Numerous visual and performing artists call Sleepy Hollow home. The Mayor has engaged with ArtsWestchester and local artists to advise and help set direction for the Village’s artistic profile, including Karen Finley, Jeff White, Krista Madsen, and Pablo and Anna Mayor. The DRI process should include artists in the earliest discussions and should include a cultural assessment of the Village.

- 6) Quality of Life policies.** Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, comprehensive plans, complete streets plan, transit-oriented development, non-discrimination laws, age-friendly policies, and a downtown management structure. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

--**Planning and implementation documents:** Sleepy Hollow is currently updating its 1997 Local Waterfront Revitalization Plan and creating a Comprehensive Plan for the community. The planning effort is being led by a Comprehensive Plan Steering Committee with input from topic-specific subcommittees and assistance from technical staff, with broad community engagement of all stakeholder groups. The Urban Land Institute completed a market conditions study of the Village’s downtown, and a Route 9 bike corridor feasibility study was performed as part of the work on the Governor Mario M. Cuomo Bridge. Several years ago the Village recognized an emerging artist population, many choosing Sleepy Hollow for our racial and economic diversity. Cognizant that art works to improve the lives of Americans in many ways, the Village works to support these artists, using arts to connect the community. Some classes and performances are smaller, but

in 2015 with NYSCA and I LoveNY grants, the Village produced Circus Latino, with artists from six nations and marketing to bring diverse resident groups together to enjoy and be inspired. All five performances sold out.

--Use of modern zoning codes and development standards that promote smart growth principles such as a mix of uses, compact development, transit-oriented development, shared parking, and walkability: The Village has incorporated the principles of Smart Growth into its Riverfront Development zoning. The Riverfront Development zone, as well as the Residence Commercial, and Central Commercial zones all incorporate a vibrant mix of uses. The Village recently completed an extensive, detailed, years-long process of reviewing, updating and modernizing its Building Codes. Shared parking will be used in the Sleepy Hollow Commons project, as indicated in the Riverfront Development Concept Plan accepted by the Board of Trustees. The Village's waterfront development is transit oriented to reduce traffic congestion and promote a healthy lifestyle. Our two recent riverfront developments each include segments of the RiverWalk, providing pedestrian connection to the Metro North train station. Edge-on-Hudson will close the remaining gap, with pedestrian access along the entire length of its Hudson River shoreline so that RiverWalk extends, uninterrupted, from the Philipse Manor train station to the Tarrytown station and beyond. A public trolley connecting the Edge development with the Tarrytown station (a 30-minute ride from Grand Central) is forthcoming, with plans to extend this service through a public-private partnership that will create a roundtrip loop connecting the north of Sleepy Hollow, Beekman Avenue, and the commercial district in Tarrytown. This extension is anticipated in partnership with partnership with Phelps Hospital (Northwell Health) and Open Door Medical Centers. There are also 9 Bee Line bus stops in and around Downtown Sleepy Hollow.

--Strategies and actions that cut energy use, reduce emissions, and adapt to climate change. Application of Complete Streets principles that add to the enjoyment of amenities by all abilities and ages.: Sleepy Hollow has taken the Climate Smart Communities Pledge, is a member of Sustainable Westchester, and has an Environmental Advisory Committee, which is working on actions toward Climate Smart Communities certification. The Village has completed the Clean Energy Communities Community Choice Aggregation action (pending approval) and has passed a Complete Streets and Sustainable Complete Streets resolution. The Village Board of Trustees adopted the Safe Street policy and Village Hall is accessible to all persons with disabilities. As part of the Sleepy Hollow Commons project, the Village undertook a sea level rise and flooding study (the "Hydraulic Analysis for East Parcel Redevelopment").

--Existence of a management structure, such as a downtown manager or business improvement district: The Village has a Chamber of Commerce, as well as a Latino-owned Business Association. The Village also has a Local Development Corporation, whose mission is the creation and retention of jobs and the promotion of community and economic development initiatives.

--Presence of expansive non-discrimination laws and/or other protections of diverse populations: 90% of employees are protected from discrimination and discriminatory practices by long-standing collective bargaining agreements. All employees are protected from discrimination and discriminatory practices as outlined in the SH Employees Manual. The Village has always welcomed immigrants and has Village has an active policy of not asking immigration status. The Mayor is a member of Mayors for the Freedom to Marry. Sleepy Hollow is part of Slow Down Rivertowns, a coordinated education campaign by seven village police departments to promote traffic and pedestrian safety—an issue of critical importance for equity because studies have shown that traffic fatalities disproportionately affect minority populations. Sleepy Hollow has a large Spanish speaking population and our public school district does an incredible job of making the school experience accessible to those with a language barrier. Our English as a Second Language program is a model, with educators from all over the state visiting to learn about it. We also have a strong Dual Language program, in which children are instructed in both Spanish and English equally, with a goal of producing bilingual children.

--**Application of Smart Cities innovation technology:** The Village was one of the first placed to have fiber optic cable everywhere and proposed our own Wireless Communication Location Plan.

--**Policies that would make the community eligible for Age-Friendly Community Certification:** The Village purchased a senior bus that makes scheduled trips from the senior center to the grocery store and elsewhere. Our complete streets policy aims to create streets for people of all ages and abilities and, as mentioned, the Village is working with Phelps Hospital and Open Door Medical Centers on the extension of trolley services to the downtown. Traffic calming measures are also a major focus of this application. Sleepy Hollow is committed to Age-Friendly Community standards. Sleepy Hollow also features a Livable Communities Village with its Kendall-on-Hudson facility, which houses over 300 members.

7) Public Support. Describe the public participation and engagement process conducted to develop the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Describe the commitment among local leaders and stakeholders to preparing and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a DRI Local Planning Committee to oversee the plan.

This is a politically united moment in Sleepy Hollow's history. The Village's elected leadership enjoys the support of the Village Board and has been stable for nearly a decade. Several years ago, these leaders formed a new, non-partisan political committee to eliminate the perceived divisiveness of today's politics and emphasize openness, transparency, and collaboration. Unite Sleepy Hollow has brought together residents and politicians to help move the village forward. This unity will ensure that a DRI investment in Sleepy Hollow would not be plagued by divisiveness.

The Village Administrator, Anthony Giaccio, will serve as the initial local lead for the program and will work with outside experts to convene a DRI Local Planning Committee to oversee the plan. There has already been much interest in joining the Local Planning Committee, should Sleepy Hollow receive the award. The current Comprehensive Plan Steering Committee is poised to serve, as are several Village merchants organized and active through the Chamber of Commerce, which has had great success engaging the business community in Sleepy Hollow's push toward downtown revitalization.

Many of the projects proposed in this application have been extensively vetted by the public through numerous public engagement sessions at which the public was interested, well informed, and energized. Sleepy Hollow has had the good fortune in recent years to undergo significant planning efforts, including a comprehensive study to identify zoning changes to its Inner Village to determine what strategies would be essential to encourage redevelopment, as well as the LWRP update and Comprehensive Planning process that is currently underway. These opportunities have created unity and vision—in particular around the Sleepy Hollow Commons project, which has given the Village a geographic place through which equity, opportunity, connections, and community building can occur.

Residents, businesses, cultural heritage groups, public health organizations, and Village officials are collaborating and investing in Sleepy Hollow as a place worthy of its legendary name. The Sleepy Hollow Board of Trustees together with Village staff and the community are fully committed to building and implementing a strategic investment plan for the DRI area and will not let this unique opportunity go unrealized.

Letters of support from stakeholder organizations that will play a public role in the DRI Strategic Planning Process are attached to this application.

LETTERS & RESOLUTIONS OF SUPPORT	
Entity	Leadership
Village of Sleepy Hollow Board of Trustees	Board of Trustees
Sleepy Hollow Local Development Corporation	Michael Dawley, Chairman
The New York State Senate	Dr. Terrence P. Murphy, NYS Senator, 40th District
The New York State Assembly	Thomas J. Albinanti, NYS Assemblyman, 92nd District
Westchester County	George Latimer, Westchester County Executive
Sleepy Hollow Tarrytown Chamber of Commerce	Glen Taylor & Philip Johnson, Co-Presidents
Phelps Hospital / Northwell Health	Daniel Blum, President & CEO
Open Door Family Medical Centers	Mike Baez, Associate Director of Administration
Marathon Development Group, LTD	Mark Soja, President
Edge-on-Hudson	Craig Tompkins, Construction Manager
Historic Hudson Valley	Waddell Stillman, President
Teatown Lake Reservation	Kevin Carter, Executive Director
Hudson Valley Writer's Center	Krista Madsen, Managing Director
Rivertowns Village Green (TaSH Farmers Market)	Tammy Abraham & Suzanne Sorrentino, Co-presidents
Rivertowns Runners	Todd Ruppel, President
Tarrytown Music Hall	Bjorn Olsson, Executive Director

8) Project List to Demonstrate Readiness: Describe opportunities to build on the strengths described above by providing a list of transformative projects that will be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project) and which may leverage DRI funding with private investment or other funds. Such projects could address economic development, transportation, housing, and community development needs. While such projects should have demonstrated public support, it is recognized that projects will ultimately be vetted by the Local Planning Committee and the State. Explain how most projects proposed for DRI funding demonstrate their readiness for implementation.

To successfully build upon the opportunity offered by the substantial recent investments by the private and public sector and to prepare for the influx of over 3,000 residents, public action is needed—action that generates a sustained and widespread private market reaction that builds the local economy and improves quality of life, making our downtown more attractive and convenient; balancing the public realm; and reclaiming spaces for people. Such actions take smart planning, technical assistance, and public capital of the very kind that the State can provide. The Village has at least \$60-million in potential projects ready to prioritize, leverage, and implement upon an infusion of DRI money.

WORK FORCE HOUSING (\$10,000,000): The Sleepy Hollow LDC-owned former United Auto Workers building at 193 Beekman Avenue (the heart of the DRI area) is the Village’s ideal location for a workforce housing project. Northwell Health (Phelps Hospital) and Open Door Medical Centers have indicated a need for work force housing for their employees and expressed serious interest; the Village has held direct meetings on the subject with the President and CEO of Phelps Hospital, who indicated the entity’s interest in this initiative in his letter of support, attached to this proposal. The LDC is also a ready and willing partner in this endeavor.

INNER VILLAGE PIPE RELINING (\$2,000,000): In some cases, drinking water pipes in the inner-village are over 100 years old. Sediment on the pipe reduces pressure and potentially could affect water quality. The Village has begun work on pipe relining outside of the DRI area (the work has to start at the highest elevations of

the Village). Without additional capital, it will be nearly a decade before the Village can afford to complete all necessary relining.

STATUE ISLAND (\$250,000): The Village received some grant funding to beautify the Horseman Statue Island and to improve pedestrian access. Additional funding is needed to fully restore this popular tourist area and reclaim it for the public realm. Currently-funded efforts would be expanded to include additional traffic-calming, a road diet, and additional intersection improvements.

CORTLANDT STREET SEWER (\$2,000,000): The Cortlandt Street sewers are problematic. Inadequate pitch causes frequent blockages and the system is rife with illegal stormwater tie-ins. Construction of properties in this section of the Village pre-date stormwater regulations, so stormwater tie-ins to the sewer system are common. Significant improvements are needed in order for this area—the original inner village of historic Sleepy Hollow—to flourish.

CLINTON STREET STREETScape (\$1,000,000): Clinton Street is the most distressed area of the Village. Clinton Street is within walking distance of the train and downtown and can be an opportunity for redevelopment. New sidewalks, street lights, plantings and benches will start the process of improving the streetscape and reclaiming and beautifying the space for pedestrians.

CONTINENTAL STREET IMPROVEMENT PLAN (\$3,000,000): This project has not been fully engineered, but a concept plan has been created. Continental Street is the gateway to the Village’s Sleepy Hollow Commons project and its reconstruction is critical to the success of the Commons.

RIVERWALK BULK HEAD (\$500,000): The bulk head along a portion of the Village’s Riverwalk is failing. As a result, sink holes are forming causing unsafe conditions. In some cases, the Village has blocked off unsafe areas until the problem is corrected. The project is currently being examined by the Village engineer.

RIVERSIDE DRIVE RIVERWALK (\$600,000): This decorative walk is currently being constructed and connects to the Riverwalk and Philipse Manor train station. The current work will conclude by the end of July but more is needed to extend the sidewalk and create linkages to Sleepy Hollow Manor and the Philipse Manor train station.

WASHINGTON/VALLEY CULVERT PROJECT (\$300,000): The stormwater culvert along Washington and Valley Street is collapsing and needs to be replaced. The project is currently being designed by our engineer and the Village Board has allocated funds for this project. Additional streetscape improvements and handicapped accessible crosswalks are needed, however, which would not be possible without additional funding.

BEEKMAN AVENUE SIDEWALKS AND DECORATIVE LIGHTING (\$200,000): Replacement of the lights will be done by the end of the year and new sidewalk will be installed in 2019. The Village needs to expand this work further down Beekman Avenue in order to enhance necessary linkages to the new waterfront development and successfully draw the market inwards.

SLEEPY HOLLOW COMMONS (\$40,000,000): Sleepy Hollow Commons is the 28-acre site where the Village will create a meaningful civic space. It is envisioned as a Village Common, an amenity that heretofore had not existed. It will include a community center, an outdoor amphitheater, recreational facilities, and a “great lawn.” The Village’s DPW will be moved from its current location on the riverfront on its southern border to the back side of the new parcel (thus freeing up the last underdeveloped space along our riverfront). and will connect people to the adjacent riverfront development via a new bridge crossing over the railroad tracks, which will create the essential link for the entire community to access and enjoy the waterfront, shops, cafes, grocery store, and other amenities. The project will also include improvements to a currently-closed pedestrian overpass between Devries Field and Westchester County’s Kingsland Point Park, also creating these important linkages and improving access to the Philipse Manor Train Station. A Final Environmental Impact Statement for the East Parcel was completed in March 2017. The Riverfront

Development Concept Plan for this \$50-\$60M project has been approved and the Village is already commencing a \$10 million initial infrastructure investment related to sewer and water main relocations.

With a DRI investment from New York State, Sleepy Hollow will create, enhance, and capitalize on its linkages to the waterfront and many other assets that will ensure this profound and lasting change, enabling the Village to once again flourish as a regionally significant, mixed-use, urban center creating ongoing value for the Mid-Hudson region. These projects will provide an infusion of energy and resources by creating opportunities for new business, improve the climate for legacy businesses, develop workforce housing, and generally enhance the livability and congeniality of the village at large. Downtown will be at once a magnet and a feeder stream, resulting in dynamic placemaking where villagers and visitors engage publicly with others through shopping, dining, cultural happenings and festivals. A revitalized downtown defines Sleepy Hollow and the Mid-Hudson Region as a world-class destination; it is a major ingredient to the region's continued growth by meaningfully strengthening its critical mass of infrastructure development, business opportunities, and living opportunities for people of all means.

9) Administrative Capacity. Describe the extent of the existing local administrative capacity to manage this initiative, including potential oversight of concurrent contracts once projects are selected for award.

Sleepy Hollow has the unity, commitment, skills, and capacity to implement and support ongoing success. The Village's elected leaders and staff have a long track record of earning confidence and managing complex and overlapping initiatives successfully.

As stated previously, the Village's elected leadership enjoys the support of the Village Board and has been stable for nearly a decade. Several years ago, these leaders formed a new, non-partisan political committee to eliminate the perceived divisiveness of today's politics and emphasize openness, transparency, and collaboration. Unite Sleepy Hollow has brought together residents and politicians to help move the village forward. This unity will ensure that a DRI investment in Sleepy Hollow would not be plagued by divisiveness.

The staff in Village Hall also has tremendous longevity, skills, and experience. The Village Administrator has served in that position for ten years and oversees the Village's workforce of 75 employees. The Treasurer has served in that position for eight years and oversees the Village's operating budget of \$21M. Village payments are made through the Village Finance Department, which provides regular progress reports, given to the Mayor and Board of Trustees in Public sessions. The Village's leadership, institutionalized collaboration, and open and iterative process will ensure that a DRI investment in Sleepy Hollow would not be plagued by siloed operations.

Sleepy Hollow has the demonstrated organizational capacity to manage a Downtown Revitalization Initiative, including a strong track record of completing grant projects and of overseeing multiple concurrent contracts. For example, in 2016-17, the Village built a \$6M water reservoir. An engineering firm was hired to design and provide construction management oversight. The engineering firm reported directly to the Village Administrator, and the project is on time and on budget. At the same time the Village was engaged in a \$2.5 million upgrade of its water delivery system, a completely separate undertaking from the reservoir. Again, the Village engaged an engineering firm, which reported to the Village Administrator. This project was also on time and on budget. Beyond contracts, the Village is adept at managing a significant influx of visitors. The Village's annual hayride and block party, for example, attract 5,000 visitors in one afternoon.

The Village's administrative capacity to successfully manage a DRI investment is expanded by its Local Development Corporation, which is committed to working with the Village on this effort. The Sleepy Hollow

LDC was created in 2014 and also enjoys sustained leadership—with the same board since the spring of 2015 (which replaced the Board of Trustees as the original board) and with the Village Administrator as its CEO. The Board of Trustees created the SHLDC to manage the Village’s \$60-million waterfront project and bolster its administrative capacity. Key to the SHLDC’s mission is the creation and retention of jobs and the promotion of community and economic development initiatives. The SHLDC board—whose members are business professionals and the Mayor—meets every two weeks in public session to review progress on projects and has experience acquiring property; managing, planning, and negotiating complex projects; engaging consultants; completing environmental and site plan reviews; and working with multiple agencies and other stakeholders to address environmental and other issues.

The responsible leadership, institutionalized collaboration, transparency, and support demonstrated by Village officials and staff, as well as organizations such as the SHLDC, indicate that a DRI investment in Sleepy Hollow would succeed and could serve as a model for other communities.

10) Other. Provide any other information that informs the nomination of this downtown for a DRI award.

One additional consideration is the Village’s strong financial capacity. Sleepy Hollow has maintained its A1 rating for the past several years with its credit position described as “solid” by Moody’s Investors Service, as of their latest Annual Comment (Sept. 26, 2017). As of the most recent financial statements (fiscal year end: May 31, 2017), the Village had a reported General Fund balance of \$5,550,623—an increase of \$816,135 over the prior fiscal year. The Unassigned portion of the General Fund balance was \$3,180,068, or 57.29%. This was an increase of \$658,489. Both of these increases indicate strong growth. Net position is a useful indicator of a Village’s financial position over time. At fiscal year end, the Village of Sleepy Hollow’s assets exceeded liabilities by \$11,560,522. This was an increase of \$1,785,831. The Village’s total bonded debt outstanding equals \$15,848,400.

The Village of Sleepy Hollow also promotes shared services - working with the surrounding villages of Tarrytown, Briarcliff, Irvington, Dobbs Ferry, Elmsford, Ardsley and Hastings in the areas of water and sewer infrastructure improvements, planning, equipment sharing, joint bidding and regional economic development.

Sleepy Hollow’s proximity to New York City has enabled the Village to develop a diverse economic base. Village officials have helped cultivate this environment through smart budgeting and an eye toward the future. While the village has typical urban challenges, Sleepy Hollow will remain on solid financial footing as long as village officials continue to develop realistic budgets and long-term financial plans. The fact that Sleepy Hollow has been able to maintain its fiscal health while investing in the community’s future (infrastructure, parks and recreation, planning and economic development, etc.) is a testament to the Village’s leadership over time and should be considered during your decision-making.