SING SING
Historic Prison Museum

Assessment of Economic Impacts
And Planning Framework

May 8, 2007
Sing Sing Historic Prison Museum
Assessment of Economic Impacts and Planning Framework

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1. Executive Summary

This study analyzes the feasibility and context of the proposed Sing Sing Historic Prison Museum to be located on the grounds of the Sing Sing Correctional facility in the Village of Ossining, NY. For this report, four broad and interconnected subject areas related to the museum proposal were examined: economic impacts; the existing regional tourism market and resources; access, parking and transportation; and connectivity of the museum site to downtown Ossining. Based on our research, we believe the proposed museum proposal is well positioned to become a significant regional attraction that will draw people to Ossining and provide real economic benefits for the Village, Westchester and the Hudson River Valley. This executive summary highlights the critical elements of our study that support this conclusion. The key findings of each of the main chapters are detailed below.

**Economic Impacts and Base Analysis**

The question of economic development is always central when a new tourist attraction is proposed. The Economic Impacts and Base Analysis chapter of the report provides a clear answer to this question: the proposed Sing Sing Historic Prison Museum will positively impact the Village and Town of Ossining, Westchester and the Hudson River Valley region.

One key economic benefit of the proposed museum will be the creation of jobs in the local labor market. Newly created jobs fall into
Executive Summary

Based on projected development costs, building the Sing Sing Historic Prison Museum would generate 54 direct person-years of employment, as well as an additional 37 indirect person-years of employment at businesses that provide services to the workers during the construction period. State-wide benefits during this time are estimated at $16,740,586 in expenditures, with $3,597,825 of this amount reported as earnings.

Permanent employment at the museum is expected to generate $735,074 annually based on a contract operational model. The salaries generated from this direct employment would result in additional indirect economic impacts in the region via the ripple effect as funds are re-circulated. The wages earned from museum-related employment would likely be spent locally and regionally, creating new revenue and additional income for business owners and employees. Furthermore, additional jobs may be created as demand for services and good increases.

New York state-wide is expected to gain 259 new full and part-time jobs and generate $7,314,864 in earnings. From these state-wide totals, Westchester is expected to retain 121 full and part-time jobs and $3,319,105 in wages.

Visitor spending is another key economic impact of the proposed Sing Sing Historic Prison Museum that will be experienced both locally and regionally. Total direct, indirect and induced spending as a result of the Sing Sing Historic Prison Museum is anticipated at $24,385,175 for New York state-wide. $13,063,602 of this total is expected to be spent in Westchester.

An analysis of Ossining’s central business district suggests there are opportunities to develop businesses to better capitalize on the proposed Sing Sing Historic Prison Museum. Specifically, there is an opportunity to redress the under-representation of hospitality services that could cater to tourists while also enhancing the Village experience for residents. The museum development has an opportunity to catalyze this type of service expansion in the Village.

Case studies underscore the dramatic economic benefits new
tourist attractions can bring to a community. The Dia:Beacon art
gallery in Beacon, New York and the Mass MoCA museum in North
Adams, Massachusetts vividly illustrate the benefits that the Sing Sing
Historic Prison Museum may bring to Ossining, Westchester and
beyond. These comparable facilities have not only impacted the
economics of their surrounding areas and revitalized local economies,
but have also provided cultural and community-development benefits.

**Tourism**

Westchester enjoys a thriving tourism industry. In 2005, there
was $1.43 billion in tourism-related spending in the county. The
proposed Sing Sing Historic Prison Museum presents an opportunity for
Ossining to position itself effectively within this robust tourism market
to foster economic development in the Village. As a unique attraction
within the context of the regional tourism industry, the museum would
significantly contribute to the region’s tourism resources, and thus
should be viewed as an exceptional opportunity for Westchester, the
Hudson River Valley and all of New York.

There are an abundance of tourism-related resources in the
Hudson River Valley, Westchester and the Village of Ossining itself.
The report identifies the region’s diverse range of tourist attractions and
describes critical tourism supporting institutions such as Historic
Hudson Valley, Historic River Towns of Westchester and the
Westchester County Office of Tourism. Moreover, it highlights the
accommodations, restaurants, natural beauty and historic village centers
that are so important to the regional tourism industry. Collectively,
these elements comprise the region’s tourism infrastructure.

The Sing Sing Historic Prison Museum will derive valuable
support from these resources. Established institutions will help
promote and market the facility. Other regional attractions will draw
visitors to the area who may frequent the museum, and regional
accommodations and restaurants will serve the museum’s visitors. In
sum, the museum will draw significant benefit from the existing
tourism infrastructure. Yet the museum will also form an important and
unique component of this infrastructure - both will be stronger with the
support of the other.

Several strategies are identified that will help the museum
leverage the existing tourism infrastructure to ensure its success as a
tourist attraction. Points of emphasis include the importance of
outreach efforts, forming tour packages with thematically compatible
Executive Summary

1.4 Sing Sing Historic Prison Museum

attractions, the necessity of a dynamic website and partnering with tour bus and ferry operators to provide access to the museum.

The Sing Sing Historic Prison Museum has the potential to become an international tourist attraction. Sing Sing is a place of international renown due to its role in numerous Hollywood movies such as *Breakfast at Tiffany’s*. Its popularity is underscored by the fact that foreign newspapers published stories regarding the museum proposal after a Westchester County press release. New York State has the highest number of foreign visitors in the United States and New York City- from which direct access to the museum site is available via Metro-North- is the city with the most foreign tourists. The combination of Sing Sing’s name recognition and close proximity to a center for international tourism suggests that the proposed museum has real prospects of drawing foreign visitors.

Case studies of the Eastern State Penitentiary Historic Site- a successful prison museum in Philadelphia- and the United States Military Academy at West Point- an attraction close to Ossining with approximately 300,000 visitors in 2006- highlight some important themes for the proposed Sing Sing Historic Prison Museum. The Eastern State case study suggests that special programming and events are critical drivers of attendance and that a dynamic website is an indispensable marketing tool. The West Point case study demonstrates that high security attractions can thrive.

Access, Parking & Transportation

The proposed Sing Sing Historic Prison Museum would benefit from an exceptional level of accessibility via a robust, multi-modal transportation network. It is only a few hundred yards from the Ossining Metro-North station, stops on two County Bee-Line bus routes, accessible to walking trails and a commuter ferry dock. Moreover, a comprehensive roadway network and ample parking- both at the museum site and in the Ossining central business district- are available to museum-goers.

This exceptional level of accessibility is critical for the market success of the proposed museum. Ease of access to the facility directly impacts attendance, and the ability of museum visitors to travel from the museum to the Village central business district and other points in Westchester and beyond determines whether the full economic benefits of the project are captured. Fortunately, the significant transportation networks surrounding the museum are a great asset to the project.
Parking is a key consideration for new developments. Based on a parking analysis, it is clear that visitors to the proposed Sing Sing Historic Prison Museum would have ample choices for parking. A total of 755 parking spaces have been identified in the central business district area, and that number would increase by nearly 200 spaces upon construction of the planned Brandreth Street parking structure. In addition, the Harbor Square DEIS noted that 369 underutilized parking spaces in the vicinity of the Metro-North station are available for shared parking by Harbor Square users and the public. Finally, the contemplated site plan for the proposed museum envisions a total of 80 parking spaces on the museum site itself. The available parking in Ossining would appear to easily satisfy the peak daily demand of 128 to 171 spaces, while still giving museum visitors a range of choices in where to park their vehicles. This situation compares favorably with Philadelphia’s Eastern State Penitentiary prison museum, which has no dedicated parking yet still has strong attendance figures.

The 2001 Marketing Study projected that 90% of museum visitors would reach the museum by personal automobile during the peak season. However, given the exceptional public transportation options available to visitors, this figure appears high. In addition, the 2005 Hudson Valley Region Top-Line Visitor Profile estimated that 75% of visitors to the Hudson Valley traveled by auto in 2004-2005. Based on this trend of lower auto use for Hudson Valley tourists – likely to be even more pronounced for the Sing Sing Historic Prison Museum, given its proximity to transit options – an auto usage rate of 75% for the museum is more appropriate.

One way to ensure lower personal vehicle trips to the museum is the implementation of a Travel Demand Management (TDM) program. TDM “refers to various strategies that change travel behavior (how, when and where people travel) in order to increase transport system efficiency and achieve specific planning objectives.” The proposed Sing Sing Historic Prison Museum could employ a number of targeted strategies to encourage visitors to use the superb public transit network rather than drive to the site, thus reducing the potential for congestion in the Village. Recommended strategies include producing a “Multi-Modal Guide” to inform visitors about transit accessibility options, enhancing walkability between the Village and waterfront as well as the area around the museum site and providing shuttle service to the museum from downtown. Promoting access by forming partnerships with transit agencies- Metro-North’s “One-Day Getaways” packages for example- is another means of encouraging access by transit while also promoting the museum.
Executive Summary

Linking the Central Business District and the Waterfront

The site of the proposed Sing Sing Historic Prison Museum is connected to the Village of Ossining’s central business district by the steeply graded Main Street and Secor Road. It is critical to enhance the connectivity of the proposed facility and the Village center to realize the full economic development impacts of the project. Physical improvements aimed at enhancing the pedestrian environment along Main Street and Secor Road include widening the sidewalks, unifying street furniture along the connecting roads, installing wayfinding and thematic signage and operating shuttle bus service between the Village center and the museum.

In addition to these physical improvements, a number of community development links can enhance this connection. Creating a business directory map and establishing special promotional offers can help promote Village businesses to museum visitors. The proposed museum could also sponsor cultural events- lectures, seminars or art exhibitions - to encourage the community to interact with the facility.

There are several established community organizations in Village of Ossining and the surrounding region involved with Sing Sing Correctional Facility. These organizations provide an opportunity to connect the proposed Sing Sing Historic Prison Museum to the community through mutually beneficial programming and special events. For example, Sing Historic Prison Museum could celebrate the achievements of the “Rehabilitation Through the Arts” program through special exhibits, production sponsorships and other events.

Conclusion

The analysis of these four key areas has shown that the Sing Sing Historic Prison Museum is well positioned to become a viable regional tourist attraction. It has been shown that the tourism and transportation infrastructure is sound and will serve to draw visitors to Ossining. Based on these findings, it is anticipated the museum will provide real economic benefits for the Village, Westchester and the Hudson River Valley.
2. Introduction

**Village History**

Early 17th Century Dutch maps of the Hudson River Valley show an Indian village, whose inhabitants were part of the Mohegan Tribe, named “Sint Sinck.” That phrase, when translated, means “stone upon stone,” and refers to the extensive beds of limestone found in the southern part of the village.

In 1685, the tribe of Sint Sinck Indians sold their land to Frederick Philipse, who incorporated it into his land holdings known as the Manor of Philipsburg. The Manor encompassed approximately 165,000 acres and extended from Spuyten Duyvil Creek at the tip of Manhattan on the south to the Croton River just north of the present-day Village of Ossining. The land was leased to tenant farmers of Dutch, French and English origin.

The area remained with the family until the end of the Revolution, when the last lord of the Manor, Colonel Frederick Philipse, was imprisoned for being a British loyalist. His land was confiscated by the Commissioners of Forfeiture of the new State of New York and sold at auction. Many of the farms were sold to the tenant farmers who had worked them, especially those who had supported the American cause. At this time the area became known as Sing Sing.

As the 18th Century drew to a close, the Sing Sing hamlet became a successful port where local farm produce was shipped to New York City from docks at the mouth of today’s Sing Sing Kill and Sparta Brook. On April 2, 1813, Sing Sing became the first incorporated village in Westchester to be State-chartered.
In 1825, $20,100 was appropriated to buy the 130-acre site on the Hudson River for what is now the Sing Sing Correctional Facility.\(^2\) By May of that year, 100 convicted criminals were transported from the Auburn Prison to the new site in the town of Mount Pleasant (also the prison’s original name), but without “a place to receive them or a wall to enclose them.” Prisoner labor was used to excavate marble from a nearby quarry and construct the prison. The initial construction included a cellblock 476 feet long, 44 feet wide and four tiers high, with a capacity of 800 cells, all built of Sing Sing marble. Each cell was 7 feet deep, 3 feet 3 inches wide and 6 feet 7 inches high. On November 26, 1828, the convicts were locked into their cells for the first time. Once the prison was completed, the prisoners continued to mine Sing Sing marble, which was shipped to New York City and used in the construction of notable buildings such as New York University, Grace Church, the New York State Capitol Building and the United States Treasury Building. Two additional buildings were built at the prison by 1830, one containing a hospital and a kitchen, and the other a chapel for 900 men. A recreation yard was added in 1831.

The electric chair will always be associated with Sing Sing. It was first used in the 1890s, when Harris A. Smiler was the first to be electrocuted. Between then and 1963, 613 men and women died in the prison's chair, including Ethel and Julius Rosenberg, who were executed in 1953 after being convicted of espionage.

At the advent of the 20th Century, prison reform made dramatic changes in the way inmates were treated. The lockstep was abolished in 1900, and the striped uniform followed four years later. Inmates were gradually permitted “freedom of the yard,” and baseball was introduced on the recreation field. For many years, the New York Yankees visited the jail to play a game with the inmates. It is reported that Babe Ruth made his longest home run hit on the prison field.

Overseers of Sing Sing in the first half of the 1900s witnessed the construction of new cellblocks, a new chapel, an administration building, storehouse, mess hall, bath house and barber shop. A library was installed, along with classrooms for the inmates. Warden Lewis E. Lawes allowed a former New York City newspaper editor convicted of murder to build a large birdhouse within the prison grounds. Sing Sing also became a popular movie backdrop during the 1930s and 1940s, especially for films featuring James Cagney, and was used in 1995 for remakes of “Kiss of Death” and “Bullet.”

Prisoners left the old cellblock for the last time in 1943; the iron bars were removed and donated for use in the war effort. A fire destroyed the roof in 1984, leaving the shell that remains to this day.
Today, the prison, renamed the Sing Sing Correctional Facility, remains a maximum-security prison that houses more than 1,700 prisoners.

**Ossining Today**

Today the Village of Ossining is up-and-coming. The Village boasts significant new interest from developers, and a number of new residents due to its proximity to New York City and expansive views of the Hudson River. The Village has a historic quality and character that has the potential to draw visitors and tourists into the central business district – including historic Main Street – and other commercial corridors. Several buildings and structures in Ossining, as well as the Sparta neighborhood, have been placed on the National Register of Historic Places, symbolizing its charm and historic value. Ossining’s role in the State’s history has been recognized by its distinction as a New York State Heritage Area.

The Village of Ossining has a vibrant community and a diverse population. It is 3 square miles in size and has a population of 23,547, according to 2005 data from the U.S. Census Bureau. The Village’s proximity to New York City via the Metro-North railroad provides an advantage for development. The Westchester Bee-Line bus system is also a benefit, enabling commuters to use public transportation to travel throughout the Westchester.

The Village boasts a number of restaurants and shops to attract visitors. Downtown establishments such as Doca’s bring in residents from other local areas. The Arcadian Shopping Plaza, south of the central business district, also contains a variety of stores and restaurants that are frequented not only by Village residents but by those from surrounding areas. Despite this activity, the Village has a number of vacant storefronts, particularly in the downtown area, that are ripe for development. The available building stock, with its fine historic architecture and close proximity to other local merchants, will be attractive to tourist-serving businesses looking to establish themselves in Ossining.

Due to increasing demand and population in Westchester over the last 15 years, the Village of Ossining is beginning to experience new development. Since December 2005, 40 new housing units have been built in the Village. In addition, there are 335 recently approved units, and 170 more have been proposed. One of the largest approved
projects is the Harbor Square development, which is planned on the Hudson River waterfront adjacent to the ferry dock and the Metro-North station. The project will include “10,000 square feet of retail and restaurant space, as well as a waterfront park, a water's edge esplanade, fishing pier, kayak launch and storage, a public beach and the existing commuter ferry pier.”³

The Village’s rich and interesting history, combined with the existing building stock and proposed Sing Sing Historic Prison Museum, will create synergies between the Village and Westchester that can be used as a basis for economic and community development. An exploration of existing conditions – such as transportation, the economic base and existing tourism infrastructure – will be considered within this framework as the feasibility of the proposed museum is assessed.

3. Economic Impacts and Base Analysis

The proposal to create a museum located within the walls of the existing Sing Sing Correctional Facility is likely to affect socioeconomic conditions within the Village of Ossining and Westchester as a whole. It is expected to attract tourists to the Village from outside the county (and region), and introduce new jobs to the local labor market. Economic conditions are determining factors on the proposed museum's primary and secondary resident markets. In this chapter, we analyze statistical data and identify trends to provide a more complete picture of these labor and employment conditions. The data presented have been evaluated to guide the Village and County in their development initiatives.

This chapter also considers the proposed museum's employment and visitor spending impacts on the Village of Ossining and Westchester. Case studies of comparable cultural institutions in the Hudson River Valley, Dia:Beacon and the Massachusetts Museum of Contemporary Art (MASS MoCA) are also included.
**Key Findings**

- Museum construction would have a one-time positive effect on the Hudson River Valley, generating 121 direct and indirect person-years of employment. Total employment financial impact during the construction period is estimated at $24,217,884.
- Based on the chosen operating model, the direct employment at the museum would generate $777,872 in annual salaries and benefits.
- Employment for New York state-wide would increase by 259 jobs, with projected earnings totaling $7,919,545. Based on these totals, Westchester is anticipated to net 121 of these jobs and $3,583,688 in earnings.
- Total direct on-site and off-site spending, including museum operating expenditures, in Westchester is estimated at $7,835,938 annually. The total for New York state-wide is estimated at $8,541,077.
- When indirect and induced spending is added to the direct spending, the total spending for New York state-wide jumps to $26,435,369. Westchester is expected to take in $14,158,538 of the state-wide total.
- The total personal income and sales taxes that could be generated for New York State by the proposed museum are estimated at more than $1,050,000 annually.

* Note: the Key Findings are 2009 dollar amounts.
A. Potential Benefits of Development

The proposed Sing Sing Historic Prison Museum is anticipated to have a number of positive economic impacts for the Village of Ossining, Westchester and the New York Metro region. The various construction, employment and visitor spending effects are discussed below. (Note: the Potential Benefits of Development are 2009 dollar amounts.)

Employment Impacts

Construction Employment

Construction of the Sing Sing Historic Prison Museum would generate a one-time positive effect from direct construction employment. Based on multipliers from the Bureau of Economic Analysis’ Regional Input-Output Modeling System (RIMS II) obtained from the Westchester County Department of Planning, the total direct, indirect and induced economic impacts are illustrated in Table 3-1.

Construction impacts are based on a development budget estimate of $14,952,080. This amount includes the construction of the main components of the proposed facility (powerhouse, walkway and cellblock), as well as the preliminary exhibition budget and additional fees and expenses. Employment is measured in "person-years," because terms of employment for the project vary depending on the specific job. Using the $14,952,080 estimate, RIMS II projects 73 direct person-years of employment for construction of the Sing Sing Historic Prison Museum. The average annual construction wage in 2009 dollars for Westchester is $62,599, adjusted for inflation using constant 2005 dollars. Total person-years at this wage results in a total direct economic benefit (construction wages and salaries) of $4,569,727 for New York State. Wages are estimated to be 40% of total hard costs (actual construction), less start-up costs. All workers are assumed to have 30% overhead costs in addition to annualized salary. This development will have a significant positive impact on the Hudson River Valley and the New York Metro area, as the construction workers and suppliers will most likely come from throughout the region.

In addition to the 73 direct person-years of employment, the proposed museum construction would result in further one-time indirect employment at businesses that provide services to the workers during the construction period. Based on RIMS II multipliers from 2006, a total of 48 indirect person-years of employment would be created as a result of the construction effort, bringing the total one-time employment (direct and indirect) during the development phase to 121. These economic benefits to the State during the construction period are estimated at $24,217,884 in expenditures, with $5,204,819 of this amount reported as earnings. It is important to note that these impacts
Economic Impacts and Base Analysis

are limited to the construction period. Once construction is complete, these economic impacts to the region would be replaced by permanent employment benefits.

Operational Employment

The ongoing operations of the museum would create permanent jobs for the Village of Ossining, Westchester and the Hudson River Valley. These jobs include direct employment at the museum itself and indirect and induced employment at new businesses that spring up in the Village due to increased visitor traffic.

Direct employment at the museum itself hinges upon selection of an appropriate operational model. Model selection for the Sing Sing Historic Prison Museum was based on analysis of three types: (1) a stand-alone organization, (2) a contractual operation and (3) an institutional partnership. Based on an analysis of these models, Model B "Contractual Operation," was identified as the best fit for the Sing Sing Historic Prison Museum. Model B allows the museum to remain open year-round, rather than only nine months as proposed under Model C. In addition, it eliminates the need for a full start-up budget and the significant initial investment of Model A. Data regarding the pre-opening costs for personnel salaries and benefits for the three models are illustrated in Table 3-2. Annual total salaries and benefits associated with Model B are $777,872. As mentioned in the marketing report (2001), this model utilizes a managing organization that would charge a fee for services.

Because the management organization would be a regional group, such as Historic Hudson Valley, the economic benefits would stream throughout the region.

### Table 3-1
Calculations of Estimated Construction Period Impacts: Sing Sing Historic Prison Museum

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<td>Projected Development Expenditures</td>
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<tr>
<td>Direct Person-Years of Development Related Employment</td>
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<tr>
<td>Estimated Average Annual Construction Wages</td>
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<tr>
<td>Multipliers</td>
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<td>Expenditures</td>
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</tr>
<tr>
<td>Applicable Multipliers</td>
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<tr>
<td>Estimated Total Economic Impacts</td>
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Note: Table based upon Sing Sing Marketing Report, Table IX-1.
Note: For Direct Person-Years of Employment, construction wages are estimated to be 40% of total hard costs less start up costs. All workers are assumed to have 30% overhead costs in addition to annualized salary.
Note: Average Annual Construction Wages from NYS Department of Labor Workforce and Industry Data. 2005 average wages of $55,618 for Westchester County adjusted upward at 3% inflation rate.
Note: All estimates in $2009.
Benefits of this model include lower operational costs the ability to "piggyback" onto the management organization's established marketing and promotion programs. As discussed in the Tourism chapter of this report, organizations such as Historic Hudson Valley use integrative marketing strategies to promote the exciting attractions throughout the region.

However, as with any operating model, there are always potential risks. Anticipated risks of Model B include a lack of exclusive focus on the Sing Sing Historic Prison Museum's mission and goals (as the museum would not be the organization's only responsibility) and risk that the operational cost savings would not be as significant as anticipated.

In an effort to minimize these potential risks, the museum should negotiate in advance the amount of time the management organization should devote to marketing and managing the Sing Sing Historic Prison Museum and supplement any additional needs with volunteers or interns. This additional staff could be located on-site at the museum or at the management organization's office, working closely with designated parties to ensure the museum's needs are met. The proposed museum would be a unique and interesting opportunity for students and volunteers to experience history and culture in the workplace.

Initially, the Village of Ossining should use Model B, as it will be the most likely to result in operation savings. However, in the event that these savings are not realized as expected, the museum should consider moving to a stand-alone operation where it would have more autonomy over the management and marketing. Unfortunately, these operational savings are not factors that can be fully determined prior to the museum's opening.

_Sensitivity Analysis for Model B: Contract Operation_

Based on the sensitivity analysis presented in Table 3-3, it can be seen that the mid-range attendance scenario of 152,000 annual visitors is profitable for Model B. At this visitor level, the price of admission for the Sing Sing Historic Prison Museum is $12 for adults. This ticket price is approximately on par with other museums in the Hudson River Valley. Admission at
3.6 Sing Sing Historic Prison Museum

Economic Impacts and Base Analysis

Dia:Beacon and Lyndhurst is each currently at $10 for adults, and Phillipsburg Manor in Sleepy Hollow costs $9.

The weighted average adult admission price based on $12 is $9.76. This takes into account the reduced admission for children, senior citizens and groups. At the mid-range, the museum is expected to post an annual operating surplus of $120,751 in year 2013 under Model B.

Additional Economic Impacts

The salaries generated from direct employment (construction and museum staff) would result in additional indirect economic impacts in the region via the ripple effect, as funds are re-circulated. The wages earned from museum-related employment would likely be spent locally and regionally, creating new revenue and additional income for business owners and employees. Based on the following information from other Hudson River Valley cultural attractions, the Capstone Team estimates

| Personnel                                      | Model A: "Stand Alone" | Model: "Contract Operation" | Model C: "Institutional Partnership/9 months"
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<td>$40,019</td>
</tr>
<tr>
<td>Secretary</td>
<td>$44,346</td>
<td>$44,346</td>
<td>$44,346</td>
</tr>
<tr>
<td>Curator</td>
<td>$52,998</td>
<td>$29,203</td>
<td>$29,203</td>
</tr>
<tr>
<td>Assistant Curator: Programs (for education)</td>
<td>$44,346</td>
<td>$44,346</td>
<td>$44,346</td>
</tr>
<tr>
<td>Development Director/Membership Technician</td>
<td>$73,549</td>
<td>$34,611</td>
<td>$34,611</td>
</tr>
<tr>
<td>Shop Manager</td>
<td>$44,346</td>
<td>$36,774</td>
<td>$36,774</td>
</tr>
<tr>
<td>Shop Clerks (1.5 FTE @ $12.15/hr.)</td>
<td>$51,176</td>
<td>$51,176</td>
<td>$38,382</td>
</tr>
<tr>
<td>Admissions Clerks (1.5 FTE @ $12.15/hr.)</td>
<td>$51,176</td>
<td>$51,176</td>
<td>$38,382</td>
</tr>
<tr>
<td>Guides/Docents (4 on the floor at all times @$14.60/hr.)</td>
<td>$163,987</td>
<td>$163,987</td>
<td>$122,990</td>
</tr>
<tr>
<td>Security (2 FTE positions @ $10.80/hr.)</td>
<td>$60,653</td>
<td>$60,653</td>
<td>$45,490</td>
</tr>
<tr>
<td>Benefits (@20% average for hourly and FT employees)</td>
<td>$176,240</td>
<td>$129,645</td>
<td>$113,296</td>
</tr>
</tbody>
</table>

**Total Salaries and Benefits**

|                | **$1,063,415** | **$777,872** | **$679,775** |

Adapted from Sing Sing Prison Interim Concept Design and Sing Sing Marketing Report, Table VII-1. Note: Salaries adapted from Westchester County Civil Service Titles and Sing Sing Prison Interim Concept Design, p. 72. Note: 1 FTE= 54 hours per week*52 weeks*salary per hour. Note: Hourly salaries based upon Sing Sing Marketing Report, Table VII-1, p. 72, adjusted 4% inflation per year. Note: Model based on $2009.
that a significant number of museum employees would be residents of Ossining or Westchester County.

- According to McKelden Smith, Marketing Director of Kykuit, The Rockefeller House and Gardens, approximately two-thirds of employees reside in Westchester.
- Cathryn McElroy Anders, Assistant Director and Collections Manager at Lyndhurst, noted that out of 13 salaried staff members, 11 live in the Westchester and five actually live on site. Most of Lyndhurst's part-time museum guides also live in Westchester.
- A closer look at Eastern State Penitentiary in Philadelphia shows that 95% of its employees reside in Philadelphia County.
- All full-time staff at the United States Military Academy at West Point Museum live within 15 miles from the campus.

Based on these statistics from other museums, we estimate a high probability that Sing Sing Historic Prison Museum employee wages will be re-circulated in local and proximate consumer markets. In addition, as wages cascade through this area, additional jobs may be created as demand for services and good increases.

**Tax Revenues**

The project would also generate increased tax revenues for local and State government. These would include personal income taxes and sales taxes on items sold in the museum store and other purchases made throughout State. While most of this benefit would accrue to the State, local revenues would also be generated. The following numbers are updated to 2009 dollars using the Department of Labor's Consumer Price Index to 2007 and assumed inflation of 4% to 2009, and are based on original numbers provided in the 2001 marketing study.

Direct sales for the Sing Sing Historic Prison Museum Shop are
Economic Impacts and Base Analysis

estimated at $372,772, resulting in $25,162 in tax revenue. It is also projected that off-site spending will have a profound impact locally and statewide. Net new direct off-site spending is projected to generate sales and hotel taxes of $167,734 for the County and $360,013 for the State. The new wages and salaries of Sing Sing Historic Prison Museum employees, as well as indirect employment generated from the museum, has the potential to bring approximately $376,000 in annual income and sales taxes to the State. The 2001 marketing study estimated that the total taxes that could be generated for the State from the proposed museum annually would be over $840,000. This number has increased to over $1,050,000 in 2009 dollars.

Visitor Spending

Increased tourism and visitors to the area would also add to the influx of additional money into the local and regional economies. With a projected annual attendance of approximately 150,000 people, the Sing Sing Historic Prison Museum would generate a significant amount of new spending locally and regionally. Museum visitors would create direct benefits for the museum, as well as indirect benefits for off-site businesses throughout the Village and the Westchester. Spending in Westchester and New York State based on visitor types and numbers is summarized in Tables 3-4 through 3-9.

The markets used in this analysis were identified by ConsultEcon, Inc., the company that prepared the original marketing study for the museum in 2001. That study defined the primary, secondary and tertiary markets as:

1. **Primary Resident Market**: These markets are defined as including areas within a one-hour drive of the attraction. The 2001 marketing study includes Westchester and Rockland County in New York as primary markets.

2. **Secondary Resident Market**: One- to two-hour drive from the attraction. The marketing study identifies these markets as Bronx, New York; Orange and Putnam Counties in New York; Bergen and Hudson Counties in New Jersey; and Fairfield County in Connecticut.

3. **Tertiary Resident Market**: One- to two-hour drive from the site. The marketing study identifies the tertiary markets as Dutchess, Sullivan and Ulster Counties in New York; Essex, Morris, Passaic and Sussex Counties in New Jersey; and Litchfield and New Haven Counties in Connecticut.

These three residential markets had a total population of 10,376,100
While the Capstone Team agrees that these areas are unequivocally part of the target market, we feel that a number of areas that have potential to contribute a significant number of visitors were overlooked in the original study. Many of these areas are in locations that will allow a reverse commute trip, resulting in a quicker trip to the site.

Areas such as Queens, Brooklyn and Long Island in New York and Union County in New Jersey are within the 2.5-hour drive range used as a parameter in the original study and should be considered as viable markets for the Sing Sing Historic Prison Museum:

- Based on the criteria used in the original study, Queens could be considered as part of the primary market. According to driving directions from Mapquest.com, many areas in Queens are approximately 40 miles from Ossining and about a one-hour drive. This estimate shows that parts of Queens County are closer than other locations in the secondary and tertiary markets of the original study. The 2005 U.S. Census Bureau estimate of the population of Queens County is 2,241,600, which would add a significant number to the target audience for the museum.

- Information from Mapquest also places Brooklyn and many parts of Long Island into the secondary and tertiary markets.
Brooklyn is approximately 50 miles and a one-hour and 10 minute drive from Ossining. Many parts of Long Island are about 75 miles and just under two hours by car. According to the 2005 American Communities Survey, the population of Brooklyn was 2,486,235; and Suffolk and Nassau Counties in Long Island had populations of 1,419,369 and 1,334,544, respectively. While it is obvious that only a percentage of these populations would visit the museum, they still have potential to increase the museum's visitor and revenue base.

- Union County, New Jersey is also within the market radius projected by the marketing report. According to the County website, the County's population is approximately 522,541. Out of New Jersey's 21 counties, Union County is the sixth largest in population. Mapquest's driving directions from Elizabeth, the largest municipality in Union, to Ossining estimates the trip at one-hour and 10 minutes and approximately 53 miles.

The image below depicts the new counties that should be considered in the primary (inner circle) and secondary and tertiary target markets (outer circle) for the Sing Sing Historic Prison Museum.

Map of additional areas for primary, secondary and tertiary markets. Base Map Source: http://ccir.ciesin.columbia.edu/nyc/images/mec_counties.gif
Table 3-4 analyzes the total revenue from admission fees and museum shop sales generated by the various markets. The numbers below reflect revenue only from the markets identified in the original market study, not the additions by the Capstone Team. Clearly, many of these numbers have the potential to be higher if the markets mentioned above are included in the analysis. By the year 2013, museum revenues are projected to be $2,409,391. Expenses for the same year are estimated at $2,288,640, resulting in $120,751 in revenue. In all years of operation projected at this point, revenues exceed expenses, making the Sing Sing Historic Prison Museum a viable economic investment.

Table 3-5 analyzes the off-site spending during the length of a museum visit. Using an attendance rate of approximately 152,000 visitors, the total off-site "new" spending attributed to the Sing Sing Historic Prison Museum is projected at $14,600,804. This number is adjusted for local conditions, subtracting New York City spending from that of the State as a whole. Due to the types of spending (accommodations, transportation, retail, etc.) the economic benefits stemming from the museum will stream not only through Westchester, but also the Hudson River Valley region and New York state-wide. Because the majority of Sing Sing Historic Prison Museum visitors (60%) are anticipated to be day guests, this group is anticipated to generate the highest volume of spending, $7,771,073 annually. However, there is also a significant amount of spending from overnight guests staying in a hotel/motel: $5,409,928. Almost half of this spending ($2,594,781) from overnight guests is projected to be spent on accommodations.

Currently, the Village and Town of Ossining do not have any hotels or inns, but visitors seeking overnight accommodations would bring money into these establishments in other areas of Westchester and the New York Metro region. This includes New York City, where many tourists are likely to spend the weekend and visit the museum due to its proximity. In addition, tourists may opt to stay in another Westchester location, such as Tarrytown, which boasts a number of hotel options as well as additional cultural destinations. This and many other spending patterns demonstrate how the museum will benefit the entire New York Metro area, not just the Village of Ossining. To maximize revenue in Ossining, the Capstone Team recommends that the Village amend the zoning ordinance to allow inn or bed and breakfast accommodations in the central business district to tap into this potential new market. An example of an ideal site for this type of facility is the currently vacant Elks Lodge, which – with its location between the central business district and the waterfront and its river views – would be a perfect hotel or bed and breakfast with a restaurant for residents and visitors.
### TABLE 3-4
**REVENUE AND EXPENSE STRUCTURE FOR MODEL B: “CONTRACT OPERATION”**

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attendance Factors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Attendance</td>
<td>167,200</td>
<td>159,600</td>
<td>155,040</td>
<td>152,000</td>
<td>152,000</td>
</tr>
<tr>
<td>Weighted Average Admission Price</td>
<td>$9.76</td>
<td>$10.25</td>
<td>$10.76</td>
<td>$11.30</td>
<td>$11.86</td>
</tr>
<tr>
<td>Per Visitor Shop Sales</td>
<td>$6.37</td>
<td>$6.62</td>
<td>$6.89</td>
<td>$7.17</td>
<td>$7.45</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions</td>
<td>$1,631,872</td>
<td>$1,635,581</td>
<td>$1,668,292</td>
<td>$1,717,360</td>
<td>$1,803,228</td>
</tr>
<tr>
<td>Net Shop Revenues (35% of gross sales)</td>
<td>$372,772</td>
<td>$370,061</td>
<td>$373,868</td>
<td>$381,198</td>
<td>$396,446</td>
</tr>
<tr>
<td>Gifts, Grants, and Sustaining Memberships</td>
<td>$128,048</td>
<td>$133,170</td>
<td>$138,496</td>
<td>$144,036</td>
<td>$149,798</td>
</tr>
<tr>
<td>Special Events (2 events net of expenses)</td>
<td>$51,219</td>
<td>$53,268</td>
<td>$55,399</td>
<td>$57,615</td>
<td>$59,919</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$2,183,911</td>
<td>$2,192,080</td>
<td>$2,236,055</td>
<td>$2,300,209</td>
<td>$2,409,391</td>
</tr>
<tr>
<td><strong>Operations Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Salaries and Benefits</td>
<td>$777,872</td>
<td>$808,987</td>
<td>$841,347</td>
<td>$875,000</td>
<td>$910,000</td>
</tr>
<tr>
<td>Program and Exhibit Renewal Expense</td>
<td>$64,024</td>
<td>$66,585</td>
<td>$69,248</td>
<td>$72,018</td>
<td>$74,899</td>
</tr>
<tr>
<td>Marketing and Promotional Expense</td>
<td>$320,119</td>
<td>$332,924</td>
<td>$346,241</td>
<td>$360,091</td>
<td>$374,494</td>
</tr>
<tr>
<td>General Admin. Exp. @15% of salaries &amp; benefits</td>
<td>$116,681</td>
<td>$121,348</td>
<td>$126,202</td>
<td>$131,250</td>
<td>$136,500</td>
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<tr>
<td>Professional Services</td>
<td>$25,610</td>
<td>$26,634</td>
<td>$27,699</td>
<td>$28,807</td>
<td>$29,960</td>
</tr>
<tr>
<td>Cleaning/Gen. Maintenance (30,500 sq. ft. @ $2.50/sq. ft.)</td>
<td>$82,350</td>
<td>$85,644</td>
<td>$89,070</td>
<td>$92,633</td>
<td>$96,338</td>
</tr>
<tr>
<td>Energy (30,500 sq. ft. @ $3.75/sq. ft.)</td>
<td>$123,830</td>
<td>$128,783</td>
<td>$133,935</td>
<td>$139,292</td>
<td>$144,864</td>
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<tr>
<td>Contract Management Fee</td>
<td>$256,096</td>
<td>$266,339</td>
<td>$276,993</td>
<td>$288,073</td>
<td>$299,596</td>
</tr>
<tr>
<td><strong>Subtotal: Operations Expense</strong></td>
<td>$1,766,581</td>
<td>$1,837,245</td>
<td>$1,910,734</td>
<td>$1,987,164</td>
<td>$2,066,650</td>
</tr>
<tr>
<td>Contingency @ 5% of Operations</td>
<td>$88,329</td>
<td>$91,862</td>
<td>$95,537</td>
<td>$99,358</td>
<td>$103,333</td>
</tr>
<tr>
<td>Amortization of Pre-Opening Start-up Costs (@ 7% interest for 20 years)</td>
<td>$118,658</td>
<td>$118,658</td>
<td>$118,658</td>
<td>$118,658</td>
<td>$118,658</td>
</tr>
<tr>
<td><strong>Total Operating Expense</strong></td>
<td>$1,973,568</td>
<td>$2,047,764</td>
<td>$2,124,929</td>
<td>$2,205,180</td>
<td>$2,288,640</td>
</tr>
<tr>
<td>Net Surplus/Deficit from Operations</td>
<td>$210,343</td>
<td>$144,315</td>
<td>$111,126</td>
<td>$95,029</td>
<td>$120,751</td>
</tr>
</tbody>
</table>

Note: This table uses Mid-Range values from the Attendance and Weighted Average Admission Prices from the “Attendance and Pricing Factors” table.

Note: All expenses and revenues subjected to an assumed 4% general inflation rate per year unless directly tied to attendance.

Note: Admission prices are assumed to increase at an average rate of 5%.

Note: Marketing and Promotional Expense figures taken from the “Marketing Continuing Costs Update” table.

Note: Weighted Average Admission Price, Per Visitor Shop Sales, Gifts, Grants, and Sustaining Memberships, Special Events, Professional Services, Cleaning/General Maintenance, Energy, and Contract Management Fee taken from Sing Sing Marketing Report, Table VII-3, and updated at 4% inflation.
Table 3-6 details projected off-site spending in Westchester and New York State. Total direct spending, including operating expenditures, in Westchester County is estimated at $7,835,938 annually. The category with the highest spending for all types of visitors is the food and beverage category, resulting in $2,241,983 of additional revenue for Westchester. As a recommendation, the Village of Ossining should continue to publicize its existing food and beverage establishments with Historic River Towns of Westchester and the Chamber of Commerce, while expanding to other advertising outlets in the Hudson River Valley region. The Chamber should also work to attract new businesses of this type to contain revenue in the local area. There are a number of vacant locations in the central business district that would be conducive to restaurants both tourists and Village residents would patronize. Table 3-6 illustrates that direct on-site and off-site expenditures in New York State, outside of Westchester, is estimated at $8,541,077, with the highest percentage spent on transportation.

Vacant CBD storefronts would be good locations for restaurants.

Vacant Elks Lodge – ideal location for inn or bed and breakfast with upscale restaurant.
### TABLE 3-5
**CALCULATIONS OF ESTIMATED VISITOR SPENDING POTENTIAL IN A STABILIZED YEAR UNDER MID-RANGE ATTENDANCE SCENARIO**

<table>
<thead>
<tr>
<th>Estimation of Off-Site Spending</th>
<th>Day Trips</th>
<th>Hotel/Motel</th>
<th>Stay w/Friends &amp; Relatives</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source of Visitation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary Market Area</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Secondary Market Area</td>
<td>90%</td>
<td>5%</td>
<td>5%</td>
<td>100%</td>
</tr>
<tr>
<td>Tertiary Market Area</td>
<td>75%</td>
<td>15%</td>
<td>10%</td>
<td>100%</td>
</tr>
<tr>
<td>Visitor Market</td>
<td>15%</td>
<td>60%</td>
<td>25%</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Distribution of Visitors by Origin</th>
<th>Day Trips</th>
<th>Hotel/Motel</th>
<th>Stay w/Friends &amp; Relatives</th>
<th>Stable Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Market Area</td>
<td>34,213</td>
<td>-</td>
<td>-</td>
<td>34,213</td>
</tr>
<tr>
<td>Secondary Market Area</td>
<td>39,247</td>
<td>2,180</td>
<td>2,180</td>
<td>43,607</td>
</tr>
<tr>
<td>Tertiary Market Area</td>
<td>7,830</td>
<td>1,566</td>
<td>1,044</td>
<td>10,440</td>
</tr>
<tr>
<td>Visitor Market</td>
<td>9,554</td>
<td>38,216</td>
<td>15,924</td>
<td>63,694</td>
</tr>
<tr>
<td>TOTAL ATTENDANCE</td>
<td>90,844</td>
<td>41,962</td>
<td>19,148</td>
<td>151,954</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Potential Per Person Spending (In addition to on-site spending)</th>
<th>Day Trips</th>
<th>Hotel/Motel</th>
<th>Stay w/Friends &amp; Relatives</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>$0.00</td>
<td>$49.47</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>$27.98</td>
<td>$22.35</td>
<td>$23.69</td>
<td></td>
</tr>
<tr>
<td>Retail</td>
<td>$40.25</td>
<td>$18.51</td>
<td>$23.98</td>
<td></td>
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<tr>
<td>Transportation</td>
<td>$27.37</td>
<td>$22.51</td>
<td>$23.76</td>
<td></td>
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<tr>
<td>Entertainment/Recreation</td>
<td>$21.19</td>
<td>$13.71</td>
<td>$15.46</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$6.17</td>
<td>$6.03</td>
<td>$6.03</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$122.96</td>
<td>$132.59</td>
<td>$92.92</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjustment for Local Conditions in Westchester County (Percent of State Less NYC Average) Plus Adjustment for On-Site Spending</th>
<th>Day Trips</th>
<th>Hotel/Motel</th>
<th>Stay w/Friends &amp; Relatives</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>125%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Retail</td>
<td>50%</td>
<td>75%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Entertainment/Recreation</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spending Matrix (In addition to on-site spending at Sing Sing)</th>
<th>Day Trips</th>
<th>Hotel/Motel</th>
<th>Stay w/Friends &amp; Relatives</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>$0</td>
<td>$2,594,781</td>
<td>$0</td>
<td>$2,594,781</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>$2,414,481</td>
<td>$891,156</td>
<td>$431,001</td>
<td>$3,736,638</td>
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<tr>
<td>Retail (in addition to Sing Sing)</td>
<td>$1,828,425</td>
<td>$582,667</td>
<td>$344,437</td>
<td>$2,755,529</td>
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<td>Transportation</td>
<td>$2,486,288</td>
<td>$944,409</td>
<td>$454,892</td>
<td>$3,885,589</td>
</tr>
<tr>
<td>Recreation (in addition to Sing Sing)</td>
<td>$481,246</td>
<td>$143,837</td>
<td>$73,989</td>
<td>$699,072</td>
</tr>
<tr>
<td>Other</td>
<td>$560,632</td>
<td>$253,078</td>
<td>$115,484</td>
<td>$929,194</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$7,771,073</td>
<td>$5,409,928</td>
<td>$1,419,803</td>
<td>$14,600,804</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimation of Current Dollar Gross Operating Expenses for Sing Sing Historic Prison</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Expenditures</strong></td>
<td>Future</td>
<td>Stable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Salaries</td>
<td>$648,227</td>
<td>$1,973,568</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fringe/Benefits Costs</td>
<td>$129,645</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Operating Expenses</td>
<td>$1,195,696</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,973,568</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Table based upon Sing Sing Marketing Report, Table IX-3.

Note: All estimates in 2009.

Note: Potential Per Person Spending based upon Sing Sing Marketing Report, Table IX-2, updated to 2009 using CPI to 2006 and 4% thereafter. The Stay w/Friends & Relatives column is based upon the average daily per capita expenditures for visitors used.
Table 3-6 also highlights the distribution of operations expenditures. The Sing Sing Historic Prison Museum is projected to spend $1,973,568 annually for operations. The largest percentage of this total is anticipated to be retained in the region, with $1,085,462 of anticipated spending in the County and $690,749 to New York State outside of Westchester. Only 10% of the museum’s spending ($197,357) is anticipated to be spent outside of the State, resulting in a substantial infusion of money throughout New York counties.

Tables 3-7 and 3-8 analyze the percentages of new spending in Westchester and New York State. Naturally, all spending on-site at the Sing Sing Historic Prison Museum is net new and would not have accrued to the Westchester region or New York State without the museum. The total direct net new spending in Westchester (on-site and off-site) adjusted for the retail margin is projected to be $5,194,305 in 2009 dollars. This number increases significantly when direct, indirect and induced spending is accounted for, bringing the total spending to $14,158,538. It also results in 121 direct, indirect and induced jobs, with earnings estimated at $3,583,688. For New York State, direct spending is expected to be $9,054,785; but total, direct, indirect and induced is estimated at $26,435,369. Employment for the State would
### Table 3-6
**Estimated Direct Spending Potential in Westchester and Other Areas of New York State in Mid-Range Attendance Scenario**

#### Estimated Operating Expenditures & Off-Site Spending

<table>
<thead>
<tr>
<th></th>
<th>Prison Museum Spending</th>
<th>Off-Site Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Day Trips</td>
<td>Hotel/Motel &amp; Relatives</td>
</tr>
<tr>
<td><strong>Accommodations</strong></td>
<td>$10</td>
<td>$2,684,761</td>
</tr>
<tr>
<td><strong>Food &amp; Beverage</strong></td>
<td>$2,414,481</td>
<td>$891,556</td>
</tr>
<tr>
<td><strong>Retail (in addition to Sing Sing)</strong></td>
<td>$1,826,426</td>
<td>$662,857</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>$2,466,288</td>
<td>$944,409</td>
</tr>
<tr>
<td><strong>Recreation (in addition to Sing Sing)</strong></td>
<td>$491,246</td>
<td>$143,037</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>$360,053</td>
<td>$250,073</td>
</tr>
<tr>
<td><strong>TOTAL OFF-SITE</strong></td>
<td>$7,771,073</td>
<td>$5,409,028</td>
</tr>
</tbody>
</table>

#### Gross Operating Expenditures

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td>$948,227</td>
</tr>
<tr>
<td><strong>Fringe/Benefit Costs</strong></td>
<td>$129,646</td>
</tr>
<tr>
<td><strong>Other Operating Expenses</strong></td>
<td>$1,195,836</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$1,973,698</td>
</tr>
</tbody>
</table>

#### Estimated Distribution of Off-Site Visitor Spending

<table>
<thead>
<tr>
<th></th>
<th>Stay w/ Friends</th>
<th>Hotel/Motel &amp; Relatives</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accommodations</strong></td>
<td>40%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Food &amp; Beverage</strong></td>
<td>40%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Retail</strong></td>
<td>40%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Recreation</strong></td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Distribution of Sing Sing Historic Prison Operations Spending

<table>
<thead>
<tr>
<th></th>
<th>$1,973,698</th>
</tr>
</thead>
<tbody>
<tr>
<td>Westchester County</td>
<td>45%</td>
</tr>
<tr>
<td>Other New York Counties</td>
<td>35%</td>
</tr>
<tr>
<td>Outside of New York State</td>
<td>10%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$1,973,698</td>
</tr>
</tbody>
</table>

#### Estimated Direct Spending

<table>
<thead>
<tr>
<th></th>
<th>Day Trips</th>
<th>Hotel/Motel &amp; Relatives</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accommodations</strong></td>
<td>$10</td>
<td>$1,037,512</td>
<td>$1,037,512</td>
</tr>
<tr>
<td><strong>Food &amp; Beverage</strong></td>
<td>$1,480,659</td>
<td>$534,894</td>
<td>$2,015,553</td>
</tr>
<tr>
<td><strong>Retail (in addition to Sing Sing)</strong></td>
<td>$731,370</td>
<td>$333,067</td>
<td>$1,064,437</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>$994,515</td>
<td>$377,784</td>
<td>$1,372,305</td>
</tr>
<tr>
<td><strong>Recreation (in addition to Sing Sing)</strong></td>
<td>$240,623</td>
<td>$71,919</td>
<td>$312,542</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>$360,053</td>
<td>$250,073</td>
<td>$610,126</td>
</tr>
<tr>
<td><strong>TOTAL OFF-SITE SPENDING IN WESTCHESTER COUNTY</strong></td>
<td>$3,898,513</td>
<td>$2,361,034</td>
<td>$6,259,547</td>
</tr>
</tbody>
</table>

#### Operations Spending by Sing Sing Historic Prison Museum in Westchester County

|                      | $1,085,462 |

#### Off-Site Spending in Westchester County

<table>
<thead>
<tr>
<th></th>
<th>Day Trips</th>
<th>Hotel/Motel &amp; Relatives</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accommodations</strong></td>
<td>$10</td>
<td>$1,566,889</td>
<td>$1,566,889</td>
</tr>
<tr>
<td><strong>Food &amp; Beverage</strong></td>
<td>$989,702</td>
<td>$365,848</td>
<td>$1,355,550</td>
</tr>
<tr>
<td><strong>Retail (in addition to Sing Sing)</strong></td>
<td>$1,057,026</td>
<td>$343,500</td>
<td>$1,400,526</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>$1,491,773</td>
<td>$666,045</td>
<td>$2,157,818</td>
</tr>
<tr>
<td><strong>Recreation (in addition to Sing Sing)</strong></td>
<td>$240,623</td>
<td>$71,919</td>
<td>$312,542</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>$360,053</td>
<td>$250,073</td>
<td>$610,126</td>
</tr>
<tr>
<td><strong>TOTAL OFF-SITE SPENDING OUTSIDE OF WESTCHESTER COUNTY</strong></td>
<td>$4,075,559</td>
<td>$3,026,034</td>
<td>$7,099,593</td>
</tr>
</tbody>
</table>

#### Operations Spending by Sing Sing Historic Prison Museum in Other New York Counties

|                      | $598,748 |

---

Note: Table based upon Sing Sing Marketing Report, Table IX-4.  
Note: All estimates in $2003.
### TABLE 3-7
**Estimated Economic Impacts of Sing Sing Historic Prison Museum on Westchester County in a Stabilized Year Under a Mid-Range Attendance Scenario**

<table>
<thead>
<tr>
<th>Estimated Total Operation Spending</th>
<th>Total Spending Adjusted to Retail Margin</th>
<th>Estimated Percent Net New to Westchester County</th>
<th>Estimated Net New Spending in Westchester County</th>
<th>Estimated Net New Spending in Westchester County Adjusted to Retail Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,085,462</td>
<td>$1,085,462</td>
<td>100%</td>
<td>$1,085,462</td>
<td>$1,085,462</td>
</tr>
</tbody>
</table>

**Estimated Direct Off-Site Spending in Westchester County**

<table>
<thead>
<tr>
<th>Item (Retail Margin)</th>
<th>Estimated Spending</th>
<th>Total Spending Adjusted to Retail Margin</th>
<th>Estimated Percent Net New to Westchester County</th>
<th>Estimated Net New Spending in Westchester County</th>
<th>Estimated Net New Spending in Westchester County Adjusted to Retail Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations (75%)</td>
<td>$1,037,912</td>
<td>$1,037,912</td>
<td>90%</td>
<td>$934,121</td>
<td>$934,121</td>
</tr>
<tr>
<td>Food &amp; Beverage (Retail Margin 50%)</td>
<td>$2,241,963</td>
<td>$1,581,487</td>
<td>90%</td>
<td>$2,017,785</td>
<td>$1,513,339</td>
</tr>
<tr>
<td>Retail (Retail Margin 50%)</td>
<td>$1,102,212</td>
<td>$551,106</td>
<td>90%</td>
<td>$991,391</td>
<td>$495,266</td>
</tr>
<tr>
<td>Transportation (Retail Margin 25% on gasoline which is 75% of total)</td>
<td>$1,554,236</td>
<td>$679,978</td>
<td>90%</td>
<td>$1,396,812</td>
<td>$611,960</td>
</tr>
<tr>
<td>Entertainment/Recreation (43% Retail Margin)</td>
<td>$343,536</td>
<td>$150,301</td>
<td>90%</td>
<td>$134,593</td>
<td>$136,271</td>
</tr>
<tr>
<td>Other</td>
<td>$445,497</td>
<td>$445,497</td>
<td>90%</td>
<td>$416,137</td>
<td>$416,137</td>
</tr>
<tr>
<td><strong>Total Off-Site</strong></td>
<td>$5,750,476</td>
<td>$4,555,381</td>
<td></td>
<td>$6,075,428</td>
<td>$4,108,343</td>
</tr>
</tbody>
</table>

**Total Direct On-Site and Off-Site Spending**

<table>
<thead>
<tr>
<th>Estimated Total On-Site and Off-Site Spending</th>
<th>Total Spending Adjusted to Retail Margin</th>
<th>Estimated Percent Net New to Westchester County</th>
<th>Estimated Net New Spending in Westchester County</th>
<th>Estimated Net New Spending in Westchester County Adjusted to Retail Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$7,835,938</td>
<td>$5,650,843</td>
<td></td>
<td>$7,160,891</td>
<td>$5,194,305</td>
</tr>
</tbody>
</table>

#### Economic Impacts - Westchester County

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Multipliers</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>1.573</td>
<td>0.3157</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>1.714</td>
<td>0.4006</td>
</tr>
<tr>
<td>Retail</td>
<td>1.699</td>
<td>0.3348</td>
</tr>
<tr>
<td>Transportation</td>
<td>1.7332</td>
<td>0.3445</td>
</tr>
<tr>
<td>Entertainment/Recreation</td>
<td>1.805</td>
<td>0.4619</td>
</tr>
<tr>
<td>Other</td>
<td>1.805</td>
<td>0.4619</td>
</tr>
</tbody>
</table>

#### Estimated Economic Impacts

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Multipliers</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>$1,470,567</td>
<td>$294,902</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>$2,595,224</td>
<td>$595,243</td>
</tr>
<tr>
<td>Retail</td>
<td>$837,786</td>
<td>$166,059</td>
</tr>
<tr>
<td>Transportation</td>
<td>$1,060,664</td>
<td>$210,827</td>
</tr>
<tr>
<td>Entertainment/Recreation</td>
<td>$2,234,662</td>
<td>$563,867</td>
</tr>
<tr>
<td>Other</td>
<td>$785,400</td>
<td>$199,138</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,964,233</td>
<td>$2,035,026</td>
</tr>
</tbody>
</table>

**Plus Net New Direct Effects**

<table>
<thead>
<tr>
<th>Estimated Total In-County Operations Spending</th>
<th>Total Spending Adjusted to Retail Margin</th>
<th>Estimated Percent Net New to Westchester County</th>
<th>Estimated Net New Spending in Westchester County</th>
<th>Estimated Net New Spending in Westchester County Adjusted to Retail Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,085,462</td>
<td>$643,227</td>
<td>18</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Net New Direct In-County Spending**

<table>
<thead>
<tr>
<th>Estimated Total In-County Spending</th>
<th>Total Spending Adjusted to Retail Margin</th>
<th>Estimated Percent Net New to Westchester County</th>
<th>Estimated Net New Spending in Westchester County</th>
<th>Estimated Net New Spending in Westchester County Adjusted to Retail Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>$934,121</td>
<td>$187,323</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>$1,513,339</td>
<td>$353,515</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Retail</td>
<td>$495,995</td>
<td>$98,312</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>$611,960</td>
<td>$121,640</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Entertainment/Recreation</td>
<td>$135,271</td>
<td>$34,134</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$416,137</td>
<td>$105,611</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td><strong>Total Direct</strong></td>
<td>$5,194,305</td>
<td>$1,548,662</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

**Total Direct, Indirect, and Induced**

<table>
<thead>
<tr>
<th>Estimated Total In-County Operations Spending</th>
<th>Total Spending Adjusted to Retail Margin</th>
<th>Estimated Percent Net New to Westchester County</th>
<th>Estimated Net New Spending in Westchester County</th>
<th>Estimated Net New Spending in Westchester County Adjusted to Retail Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14,156,538</td>
<td>$3,533,668</td>
<td>121</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Table based upon Sing Sing Marketing Report, Table IX-E.
Note: Multipliers are based on 2004 share of the dollar, with jobs per million factored from 2009 to 2004 value.
Note: All estimates in $2009.
Note: Employment includes full and part-time positions at a ratio similar to the mix of the economy as a whole.

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPI</td>
<td>198.9</td>
<td>201.6</td>
</tr>
</tbody>
</table>
### TABLE 3-8
**ESTIMATED ECONOMIC IMPACTS OF SING SING HISTORIC PRISON MUSEUM ON NEW YORK STATE IN A STABILIZED YEAR UNDER A MID-RANGE ATTENDANCE SCENARIO**

<table>
<thead>
<tr>
<th>Estimated Total Spending</th>
<th>Total Spending Adjusted to Retail Margin</th>
<th>Estimated Percent New to Westchester County</th>
<th>Estimated Not New Spending in Westchester County</th>
<th>Estimated Not New Spending in Westchester County Adjusted to Retail Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total In-County Sing Sing Operation Spending</strong></td>
<td>$1,776,211</td>
<td>$1,776,211</td>
<td>100%</td>
<td>$1,776,211</td>
</tr>
<tr>
<td>Estimated Direct Off-Site Spending in New York State</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodations</td>
<td>$2,654,781</td>
<td>$2,654,781</td>
<td>75%</td>
<td>$1,946,086</td>
</tr>
<tr>
<td>Food &amp; Beverage (Retail Margin 75%)</td>
<td>$3,736,638</td>
<td>$2,602,473</td>
<td>75%</td>
<td>$2,502,473</td>
</tr>
<tr>
<td>Retail (Retail Margin 50%)</td>
<td>$2,185,259</td>
<td>$1,377,765</td>
<td>75%</td>
<td>$1,065,647</td>
</tr>
<tr>
<td>Transportation (Retail Margin 25% on gasoline which is 75% of total)</td>
<td>$3,868,589</td>
<td>$1,699,545</td>
<td>75%</td>
<td>$1,294,192</td>
</tr>
<tr>
<td>Entertainment/Recreation (43% Retail Margin)</td>
<td>$669,072</td>
<td>$300,601</td>
<td>75%</td>
<td>$234,304</td>
</tr>
<tr>
<td>Other</td>
<td>$829,194</td>
<td>$223,194</td>
<td>75%</td>
<td>$166,696</td>
</tr>
<tr>
<td><strong>Total Off-Site</strong></td>
<td>$14,300,804</td>
<td>$3,704,764</td>
<td>75%</td>
<td>$10,950,803</td>
</tr>
<tr>
<td><strong>Total Direct On-Site and Off-Site Spending</strong></td>
<td>$16,377,016</td>
<td>$11,480,976</td>
<td></td>
<td>$12,726,814</td>
</tr>
</tbody>
</table>

#### Economic Impacts - New York State

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Multipliers</th>
<th>Earnings</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>1.9303</td>
<td>0.5903</td>
<td>20.3</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>1.9789</td>
<td>0.5438</td>
<td>30.6</td>
</tr>
<tr>
<td>Retail</td>
<td>1.8996</td>
<td>0.5845</td>
<td>26.7</td>
</tr>
<tr>
<td>Transportation</td>
<td>1.6598</td>
<td>0.5846</td>
<td>26.7</td>
</tr>
<tr>
<td>Entertainment/Recreation</td>
<td>1.8785</td>
<td>0.5579</td>
<td>28.0</td>
</tr>
<tr>
<td>Other</td>
<td>1.8785</td>
<td>0.5579</td>
<td>28.0</td>
</tr>
</tbody>
</table>

#### Estimated Economic Impacts

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Multipliers</th>
<th>Earnings</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>$3,772,094</td>
<td>$1,139,514</td>
<td>28</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>$4,199,369</td>
<td>$1,142,591</td>
<td>40</td>
</tr>
<tr>
<td>Retail</td>
<td>$1,183,308</td>
<td>$503,978</td>
<td>20</td>
</tr>
<tr>
<td>Transportation</td>
<td>$2,422,167</td>
<td>$745,213</td>
<td>24</td>
</tr>
<tr>
<td>Entertainment/Recreation</td>
<td>$3,756,119</td>
<td>$1,116,527</td>
<td>40</td>
</tr>
<tr>
<td>Other</td>
<td>$1,307,224</td>
<td>$389,726</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$17,380,686</td>
<td>$5,126,761</td>
<td>171</td>
</tr>
</tbody>
</table>

#### Plus Net New Direct Effects

| Total In-County Sing Sing Operations Spending | $1,776,211 | $1,776,211 | 18 |
| Net New Direct In-County Spending | $1,946,086 | $582,631 | 14 |
| Accommodations | $2,101,959 | $577,583 | 23 |
| Food & Beverage | $1,033,324 | $317,916 | 10 |
| Transportation | $2,174,959 | $592,253 | 13 |
| Entertainment/Recreation | $225,451 | $67,017 | 2 |
| Other | $696,856 | $207,166 | 7 |
| **Total Direct** | $9,654,705 | $2,292,795 | 68 |
| **Total Direct, Indirect, and Induced** | $36,435,359 | $7,919,545 | 259 |

Note: Table based upon Sing Sing Marketing Report, Table 4-6.

Note: All estimates in 2005.

Note: Employment includes full- and part-time positions at a rate similar to the mix of the economy as a whole.

<table>
<thead>
<tr>
<th>Year</th>
<th>CPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>160.5</td>
</tr>
<tr>
<td>2006</td>
<td>201.6</td>
</tr>
</tbody>
</table>
increase by 259 jobs, resulting in $7,919,545 in earnings.

A summary of estimated economic impacts for Westchester and New York State is provided in Table 3-9. It is important to note that the impacts for Westchester are a subset of those for the State. New York State is expected to accrue $26,435,369 in direct, indirect and induced expenditures related to the museum and gain 259 new full- and part-time jobs. These jobs are expected to generate $7,919,545 in earnings. From these totals for the State, $14,158,538 of expenditures are expected to be retained within Westchester, as well as 121 full- and part-time jobs and $3,583,688 in wages. Based on this analysis, it is likely that the Sing Sing Historic Prison Museum will result in a significant increase in spending both in Westchester and New York State.

**Table 3-9**

**Summary of Estimated Economic Impacts of Sing Sing Historic Prison Museum on Local/State Economies in a Stabilized Year Under a Mid-Range Attendance Scenario**

<table>
<thead>
<tr>
<th>Visitors to Sing Sing Historic Prison</th>
<th>Direct Spending by Sing Sing and Off-Site Visitor Spending</th>
<th>Total Spending in Westchester County</th>
<th>Off-Site Spending in New York Outside of Westchester County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sing Sing Operating Expenditures</td>
<td></td>
<td>$1,085,462</td>
<td>$690,749</td>
</tr>
<tr>
<td>Estimated Direct New Off-Site Spending</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodations</td>
<td></td>
<td>$1,037,912</td>
<td>$1,556,869</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td></td>
<td>$2,241,983</td>
<td>$1,494,655</td>
</tr>
<tr>
<td>Retail</td>
<td></td>
<td>$1,102,212</td>
<td>$1,653,318</td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td>$1,554,236</td>
<td>$2,331,353</td>
</tr>
<tr>
<td>Recreation (in addition to Sing Sing)</td>
<td></td>
<td>$349,536</td>
<td>$349,536</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>$464,597</td>
<td>$464,597</td>
</tr>
<tr>
<td>Total Off-Site</td>
<td></td>
<td>$6,750,476</td>
<td>$7,850,328</td>
</tr>
<tr>
<td>TOTAL DIRECT ON-SITE AND OFF-SITE EXPENDITURES</td>
<td>$7,835,938</td>
<td>$8,541,077</td>
<td></td>
</tr>
</tbody>
</table>

**Total Direct, Indirect, and Induced Effects of Visitor Spending on Expenditures, Earnings, and Employment on the Geographic Areas Evaluated**

<table>
<thead>
<tr>
<th>Westchester County</th>
<th>New York State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>$14,158,538</td>
</tr>
<tr>
<td>Earnings</td>
<td>$3,583,688</td>
</tr>
<tr>
<td>Employment (permanent)</td>
<td>121</td>
</tr>
</tbody>
</table>

Note: All estimates in $2007.

Note: The estimated impacts to Westchester County are a subset of the estimated impacts to New York State. The estimates are not additive in nature.

Note: Employment includes full- and part-time positions at a ratio similar to the mix of the economy as a whole.
**B. Existing Employment and Industry Data**

When considering the potential success of any proposed cultural attraction, it is important to consider what industries already exist in a local economy, and analyze that economic base to identify how the labor and industries are distributed. What follows is a brief analysis of labor division in the Village of Ossining and Westchester, as well as a discussion of the Village of Ossining's central business district and how proactive steps can be taken to prepare for the services demanded by an influx of visitors.

Overall employment data in the Village of Ossining lean heavily toward social services, manufacturing and retail, as shown below in Chart 3-1. Whereas health care and social services are considered basic industries not typically exported, manufacturing and retail can be classified as non-basic if goods or services are exported, or attract consumers from outside the region – precisely what the proposed Sing Sing Historic Prison Museum hopes to achieve. This potential for exports is one of the prime motivators for the creation of this museum, from which the Village and region will benefit through increased local spending.

Using the North American Industry Classification System (NAICS),

**CHART 3-1**

**OSSINING EMPLOYMENT BREAKDOWN, 2002**

* Ossining Employees

<table>
<thead>
<tr>
<th>Type of Industry</th>
<th>Ossining Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>603</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td></td>
</tr>
<tr>
<td>Retail</td>
<td>515</td>
</tr>
<tr>
<td>Information</td>
<td>136</td>
</tr>
<tr>
<td>Real estate, rental leasing</td>
<td>132</td>
</tr>
<tr>
<td>Prof, sci, &amp; tech serc</td>
<td>259</td>
</tr>
<tr>
<td>Admin, support</td>
<td></td>
</tr>
<tr>
<td>Educational serc</td>
<td>625</td>
</tr>
<tr>
<td>Health care &amp; soc</td>
<td>861</td>
</tr>
<tr>
<td>Arts, ent, &amp; rec</td>
<td>491</td>
</tr>
<tr>
<td>Accoun, food, serc</td>
<td>16</td>
</tr>
<tr>
<td>Other services</td>
<td>195</td>
</tr>
</tbody>
</table>

* Note: 100-249 employees
** Note: 20-99 employees
location quotients can be calculated to classify and measure economic activity within Westchester (which is the most specific search that can be performed with current Bureau of Labor Statistics [BLS] data). The purpose of calculating the location quotient is to compare the local economy (Westchester) to a reference economy (in this case is the overall national economy) to determine specializations in the local economy. The technique is based on a calculated ratio between the two, which is derived through the formula below:

\[ LQ = \frac{e_i}{e} \cdot \frac{E_i}{E} \]

Where,
- \( e_i \) = local employment in industry I
- \( e \) = total local employment
- \( E_i \) = reference area employment in industry I
- \( E \) = total reference area employment

Health care and social assistance (NAICS 62) account for 17% of all of Westchester County employment – nearly five percentage points above the national average. The second-most concentrated industry in Westchester is retail trade (NAICS 44-45), which accounts for 14% of all available employment within Westchester. Also of note is the relative lack of accommodation and food services (NAICS 72), which received a location quotient of less than one (0.64), thus signaling a scarcity of hospitality industries that the Capstone Team recommends be expanded to satisfy current and future demand. The expansion of this
hospitality industry will also serve to mitigate income leakage – a phenomenon whereby local dollars are spent elsewhere and not reinvested into local markets – which further serves local development interests.

The historic character of the Village of Ossining is a tangible asset and has the potential to lure museum visitors into the central business district – including historic Main Street – and other commercial corridors. Several buildings and structures in Ossining have been placed on the National Register of Historic Places, which further adds to its historic charm. Additionally, the Sparta neighborhood has been designated a local historic district. A burgeoning commercial sector has recently been expanding in the downtown area, with additions such as Quimbaya and the Enjoy! Tea Room. More commercial opportunities are expected to cluster within the Village as a result of these new operations, making the area more attractive for additional capital investments.

This under-representation of hospitality infrastructure poses a unique opportunity for the central business district in the Village of Ossining. As shown in Chart 3-2, businesses labeled as "vacant" should be considered within the overall context of development and adaptive reuse to accommodate for the future demand in this sector that will likely result from the Sing Sing Historic Prison Museum. Additionally, whereas many take-out restaurants exist within this district, a need will arise for more sit-down restaurants capable of meeting the needs of
additional tourists and visitors, and based on the current commercial expansion downtown and the "snowball effect," it is expected to generate, the Village is in a position to anticipate this upcoming demand and accommodate its visitors accordingly.

C. Case Studies: Museum Local Economic Impacts

**Dia:Beacon, Beacon, New York**

*Background*

Dia:Beacon, a contemporary art museum located 60 miles north of Manhattan in Beacon, New York, opened on May 18, 2003. The museum, which cost approximately $50 million to construct, is located in a 293,000-square-foot former Nabisco printing facility. It is surrounded by 90 acres of riverfront parkland and is approximately 80 minutes by train from Grand Central Station in Manhattan. Dia:Beacon was chosen as a case study for this report because its geographic features are similar to that of the Sing Sing Correctional Facility. Dia:Beacon is located on the Hudson River adjacent to the Metro-North Rail Road, allowing easy access to the site. It also has comparable topographical features connecting the waterfront and the central business district areas. The Beacon central business district is reminiscent of the Village of Ossining. Although the subject matter is different, Dia:Beacon provides a good sense of the response a new museum could achieve in the Hudson River Valley region.

*Visitors*

At its opening in May 2003, Dia initially projected 50,000 to 60,000 visitors annually. In fact, during the first year of operation, the museum had approximately 150,000 visitors – almost three times the expected total. In each subsequent year, the museum has had an average of 80,000 visitors, still significantly more than was estimated for the initial year. The museum has had visitors from around the United States and international locations, as well as from the Hudson River Valley itself. According to the Travel Arts Partnership, 30% of visitors have been from outside the region, and an additional 10% have come from international destinations. According to a *New York Times* article from August 2003, only three months after the opening of Dia:Beacon, Dutchess County had already begun exploring six potential new hotels in the area.

*Economic Impacts*

The City of Beacon has experienced revitalization largely due to the thousands of visitors to Dia:Beacon over the past few years. The downtown area has seen an infusion of new arts-related businesses, which have joined together to form a new group called the Beacon Arts...
Community Association (BACA). According to the BACA website, it is an organization for all who "love the arts and culture in Beacon." In addition, the renewed business in the city has led to a revival of the Beacon Business Association (BBA), which had been inactive for a number of years. BACA and BBA have been working together to ensure that visitors to Dia:Beacon know about shopping, dining and other events available in the city. In an effort to invite the community up the hill to Beacon's downtown area, the BACA introduced various events, including "Second Saturday," held on the second Saturday of every month, when art-related businesses hold special events in their establishments for the public. Currently there is a weekend shuttle service that links the museum with the downtown area at a charge of $2 per rider for an all-day pass. Visitors can get off and on the shuttle at different points on the city's Main Street as they please throughout the day.

In addition, real estate values in the area have been increasing since Dia's opening. Beacon Mayor Clara Lou Gould has estimated that the average home price has increased from about $125,000 five years ago to today's level of $339,000. In December 2006, The Center for Creative Community Development (C3D) in Massachusetts recognized these impacts and announced that Dia:Beacon would be part of a three-year study focusing on 16 museums and their effects on local communities.

According to the Dia Arts Foundation, the museum employs 80 staff members: 30 full-time and 50 part-time. These jobs have played a role in revitalizing the surrounding communities and enhancing the circulation spending effect. Although no official study on the economic impacts of the museum on Beacon has yet been done, the museum's total economic impact on the county is estimated at $10 million since opening in 2003.

Community Impacts
Dia:Beacon has initiated a number of programs in the local community. In the wake of the museum's success, an old high school was adapted to provide studios for more than 50 major artists. In addition, education programs at the museum have been provided for low-income and special-needs children in the area schools. Dia:Beacon has started a program where visiting artists conduct classroom and museum sessions at public and special-needs schools, in which students create their own art projects.

Regional Impacts
According to a thesis by Micah Halsey from Williams College comparing Dia:Beacon to Mass MoCA in Massachusetts, Dia's operations have resulted in a significant amount of economic activity in the Dutchess County region. The analysis, using the IMPLAN economic modeling...
system, shows that museum operations and expenditures in 2002 resulted
in a direct effect of $2,819,371. Indirect spending added an additional
$1,180,216, and induced spending from Dia:Beacon employee wages
resulted in $777,584 in economic activity for the region. It is estimated
that in addition to the 80 new jobs that were created by the opening of
Dia:Beacon, non-local visitor direct spending also added over 60 jobs in
the bar, services, real estate, educational services, restaurants and hotel/
motel professions.

In addition to these economic impacts, the City of Beacon has
become part of a partnership with four other Dutchess County locations.
"Art Along the Hudson – 4 Cities, 4 Saturdays" is a collaboration of
Beacon, Kingston, Poughkeepsie and Newburgh. For the past three years,
each of these locations celebrates their art on a different Saturday of each
month:

- Kingston: First Saturday
- Beacon: Second Saturday
- Poughkeepsie: Third Saturday
- Newburgh: Last Saturday

Each Saturday galleries, shops, craftspeople and local fine artists
hold special events and receptions for visitors.

**MASS MoCA, North Adams, Massachusetts**

*Background*

MASS MoCA, an art museum located in North Adams, Massachusetts (Berkshire County), opened its doors in 1999. The
museum is built on a restored 19th Century factory site and cost $31.4
million dollars to construct. The museum site has 26 buildings and
encompasses 13 acres, nearly one-third of North Adams’ downtown
business district. The site is located on the National Historic Register. In
addition to art, MASS MoCA holds a number of special exhibitions and
special events every year, which range from music festivals to theater and
film showcases. While much larger than the proposed Sing Sing Historic
Prison Museum site, MASS MoCA has had significant effects on the
town of North Adams, which has many similarities to Ossining. In the
1800s, the site was primarily used for manufacturing due to its proximity
to the Hoosic River. A cloth printing company, Arnold Print Works,
operated the site from 1860 to 1942. Immediately following, the site was
taken over by the Sprague Electric Company from 1942 to 1985. After
Sprague left the site, the economy of the small town was decimated, and
plans for MASS MoCA began almost immediately.10 While the scale and
subject matter of MASS MoCA is very different from that of the Sing
Sing Historic Prison Museum, it has resulted in a number of economic and community impacts that hold lessons for the proposed museum.

**Visitors**

MASS MoCA boasts a phenomenal annual attendance number – approximately 120,000 per year, much more than was anticipated before opening. It is estimated from MASS MoCA’s 2002 records that 79% of these visitors came from outside Berkshire County; the remainder came from within the County and Town of North Adams. These are impressive statistics, as the only direct route to MASS MoCA is by car. Visitors can take Amtrak or fly to Albany, but in both cases must rent a car to complete the trip. The proposed Sing Sing Historic Prison Museum would enjoy direct transit access, which would give it an additional advantage. MASS MoCA has about 2,500 members – 50% of which are from Berkshire County and 50% from outside the area.

A study done by Americans for the Arts estimated that non-local visitors to sites like MASS MoCA and Dia:Beacon spend an average of $38 per visit.11 This includes spending on food and drink, souvenirs, transportation, accommodations and other items. Based on this number, the Center for Creative Community Development estimates that total spending related to MASS MoCA in 2002 was $14,172,950 (including museum operations expenses and visitor spending).

Hotel occupancy rates in North Adams have soared and new hotels have been built to keep up with visitor demand. Between 1994 and 2003, hotel taxes in North Adams experienced a 300% increase. North Adams now has five hotels, the most famous being The Porches, which was inspired by the museum. Porches, which opened in July 2001, consists of seven renovated Victorian-era buildings that originally provided housing for the area’s mill workers. Inspired by MASS MoCA, which is across the street, Porches has started a new artists-in-residence program. The program, a partnership with Brooklyn-based non-profit Smudge Studio, brings artists to Porches for four days each month from February through June 2007. According to the website, “each artist responds to the Porches and North Adams landscape through his/her individual medium and shares that work with guests either in Porches' native plant woodland garden or in the Porches buildings themselves.”

**Economic Impacts**

Similar to the story of many of the industrial towns along the Hudson River, North Adams fell into an economic depression after the large employer, in this case Sprague Electric Company, left the area. Until MASS MoCA opened, the economic climate was marked by high
unemployment, poverty and declining population.

The museum has had tremendous impacts on the economy of North Adams and Berkshire County. One unique economic development initiative at MASS MoCA is the approximately 60,000 square feet of leased commercial space on-site. This space is rented by a variety of businesses, from e-commerce to law firms to publishing. The allure of the museum helps attract business that may not typically choose to settle there. The MASS MoCA site is home to approximately 100 employees that work for these businesses. There is also a computer center, C4, on-site that offers computer classes, Internet access and job training programs. According to MASS MoCA, the center has had over 12,000 visitors since opening in 1999.

In addition to these employees, MASS MoCA has approximately 80 staff that work for the museum itself, and it is estimated that an additional 150 jobs were created throughout the County as a result of the opening. The average salary in the area prior to the museum’s opening was $25,000 per year. In 2001, two years after opening, the average had increased to $27,770.12

In addition to these impacts, properties in the North Adams area have significantly increased in value since the museum’s opening. According to the Center for Community Development’s study, those closest to the museum site have appreciated approximately $11,000, resulting in almost $200,000 of additional annual property tax revenues for North Adams.13

Community Impacts

Similar to Dia:Beacon, MASS MoCA has been very involved in the local community. The museum holds a number of special events, public seminars, theater and musical events and film premieres that bring in visitors from the town, the County and even other states.

For several weeks every July, the museum hosts the Bang on a Can Music Festival of Contemporary Music, which offers musical training to a select group of talented individuals. The Festival features daily recitals in the galleries for the public and an outdoor free concert at the end of the program. Bang on a Can, which was founded in 1987, has become a staple in Berkshire County with its MASS MoCA partnership.14

The museum also hosts scavenger hunts, art classes and other workshops for kids. Furthermore, the museum is involved in a collaborative project with Williams College Museum of Art and the Clark Art Institute called Kidspace. Kidspace is a contemporary art gallery and studio space designed specifically for students, teachers and families, and is a place where children can create their own artwork.15
Regional Impacts

MASS MoCA has helped North Adams establish itself as a destination, after being in the shadow of Williamstown, Massachusetts (home of Williams College and the Clark Art Institute) for many years. Now, North Adams networks regionally and collaborates on initiatives with these institutions and many others.

According to the Center for Creative Community Development, MASS MoCA generated $9,411,581 for Berkshire County in 2002. According to its study, in 1998 (the year prior to the museum’s opening), annual payroll was $131,604,000. In 2001, three years after MASS MoCA’s opening, the payroll of North Adams had risen to $155,815,000, an increase of over $24 million dollars. In addition, in 2002, the museum spent a total of $5,562,514. This number represents direct operations output into the local and regional areas, as well as the State of Massachusetts.

The success of MASS MoCA was portrayed in a PBS documentary created by a North Adams native who now lives in California. The film, “Downside Up,” gives tribute to the positive effects museums like MASS MoCA can have on their surrounding towns and regions.

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1 Union County Web site: http://www.unioncountynj.org
6 The Center for Community Development.  www.c-3-d.org
8 Ibid.
10 MASS MoCA website: www.massmoca.org
12 Center for Creative Community Development.  "Culture and Revitalization: The Economic Effects of MASS MoCA on Its Community.  www.c-3-d.org
13 Ibid.
14 MASS MoCA website: www.massmoca.org
15 Ibid.
4. Tourism

Tourism-related issues are a critical component of the Capstone Team’s objective of establishing the feasibility of the proposed Sing Sing Historic Prison Museum. This section explores tourism as it relates to the museum in the following sections.

Section A establishes the strength of the tourism industry in the museum’s target markets through an overview of general tourism-related statistics.

Section B provides an overview of the existing tourism infrastructure in Ossining and beyond. Tourism infrastructure refers to the organizations, institutions, sites and resources that form the foundation of a strong tourism industry in a particular geographic area. This report looks at three scales in relation to the Sing Sing Historic Prison Museum: regional, county and local. At each geographic scale, key tourism institutions and resources are briefly described. The discussion demonstrates that the existing tourism infrastructure presents a number of opportunities to ensure the museum’s success as a tourist destination. The analysis also reveals some constraints inherent in the existing tourism infrastructure that a museum should be mindful of as it commences operations, and identifies remedies for these constraints where available.
Section C proposes several strategies that the proposed museum can pursue in order to establish itself as a viable tourism destination.

Section D addresses the topic of international tourism by identifying existing trends in Westchester County related to visitors coming from outside the country. Data on international tourism in the area are given, along with a discussion of how the worldwide name recognition of “Sing Sing” affects potential for international visitorship.

Section E examines marketing practices of a comparable facility, Eastern State Penitentiary Historic Site in Philadelphia, Pennsylvania. These approaches are then discussed in view of their applicability to the proposed Sing Sing Historic Prison Museum, with commonalities and differences highlighted. Section E also examines the similarities between the Sing Sing Historic Prison Museum and the museum at the United States Military Academy at West Point.

**Key Findings**

- There is a considerable tourism infrastructure in place in the Village of Ossining, Westchester and the Hudson River Valley region as a whole.
- The Sing Sing Historic Prison Museum would be joining many existing sites and attractions within the Hudson River Valley that are part of state and federal historic designations.
- The Sing Sing Historic Prison Museum can tap into the existing tourism infrastructure to help ensure its success as a tourist destination.
- The Sing Sing Historic Prison Museum has potential to act as a gateway to other historic sites in the region for national and international tourists.
- Identifying and implementing strategies to leverage existing tourism resources in the region will be critical to the success of the museum.
- New York City has a high number of international visitors, which, coupled with the international name-recognition of Sing Sing are positive indicators that the museum will attract international visitors.
- The Eastern State Penitentiary Historic Site case study shows that dynamic programming will be critical to the success of the museum.
- Based on comparison to the museum at the United States Military Academy at West Point, Sing Sing Historic Prison Museum’s proximity to other attractions and to public transit will be a positive factor in attracting visitors from outside the region.
A. Overview of Tourism Industry

Tourism is one of the fastest growing industries in the world. The U.S. Bureau of Economic Analysis cited a “total current-dollar tourism-related output of $1.2 trillion” nationwide in the fourth quarter of 2006. According to the Westchester County Office of Tourism, in-county tourism spending totaled approximately $1.43 billion in 2005. These statistics indicate that tourism is a booming industry, both nationally and at home in Westchester and the Hudson River Valley.

The proposed Sing Sing Historic Prison Museum would be a unique attraction that could simultaneously reinforce the Westchester’s large and growing tourism industry and draw support from the network of tourism-related resources and organizations in the area. The Sing Sing Prison Marketing Study, completed in 2001, highlights several important figures that show the potential of the museum to draw tourists already visiting the Hudson River Valley and Westchester. The number of people visiting the area has steadily increased from 46,900 in 1996 to 52,400 in 2000.¹

As current trends show, tourism revenues continue to grow nationally. Revenues were up 3% for all of 2006 and 8% for the fourth quarter of 2006. The overall number of visitor trips increased by 33.7% for individuals and 25% for couples.² These are important indicators to the success of the Sing Sing Historic Prison Museum. Having a strong tourism revenues means there is a market the museum to tap into and capture some of the existing tourism revenues. The indicators also show that tourism is up in the Westchester and Hudson River Valley and that adding another great attraction such as the Sing Sing Historic Prison Museum will only add value to the area, as it will be a unique destination for vacationers.

B. Tourism Infrastructure

Tourism infrastructure refers to the organizations, institutions, sites and resources that form the underlying base of a strong, functional tourism industry in a particular geographic area. There are two broad categories of tourism infrastructure. The first consists of institutions such as chambers of commerce, dedicated tourism offices, non-profit organizations and associations of governments whose mission is to promote tourism for a particular area. Examples include the Westchester County Office of Tourism and Historic Hudson Valley.

The second category is comprised of sites or physical resources. This primarily refers to the attractions one normally considers as tourist-driven, such as museums or historical sites. However, the concept of physical tourism infrastructure may be expanded to encompass natural resources such as notable parks, accessible waterfronts or striking vistas. In addition, restaurants and hotels are
important components of a supportive tourism infrastructure, and traditional infrastructure elements, such as transportation networks, are also critical.

The following is a discussion of tourism infrastructure at three distinct geographic scales: the regional scale, the county scale and the local scale. For the purposes of this report, the regional scale is defined as the entire Hudson River Valley, specifically including the following counties: Albany, Rensselaer, Greene, Columbia, Ulster, Dutchess, Orange, Putnam, Rockland and Westchester. The county scale refers to Westchester County specifically, while the local scale is focused on the Village and Town of Ossining. Key tourism-supporting institutions and physical resources are broadly illustrated at each scale. Opportunities that this infrastructure provides to the proposed Sing Sing Historic Prison Museum to strengthen its position as a tourist attraction are then identified. Finally, the constraints of the existing infrastructure and potential remedies are discussed.
The map below depicts the scales – Region, County and Village – for examining tourism infrastructure. Source: Westchester County Department of Planning.
The Regional Scale: Resources within the Hudson River Valley

On a regional level, the proposed Sing Sing Historic Prison Museum would be joining many existing sites and attractions within the Hudson River Valley that are part of state and federal historic designations. Two main regional institutional resources are the National Heritage Area and the Hudson River Valley Greenway.

Regional Initiatives

The National Heritage Area is a federally designated area whose program mission is to recognize, preserve, protect and interpret the nationally significant cultural and natural resources of the Hudson River Valley for the benefit of the nation. The 2002 survey and analysis of 38 heritage sites by Dr. Ann Davis (Report of Interviews at Heritage Sites in the Hudson River Valley National Heritage Area) provides valuable information on visits to the National Heritage Area. The average visitor age was 46, visitors’ median household income was $81,516, three-quarters of the sample had a college degree and direct expenditures at or near heritage sites were estimated at $300 million a year (which translates into a $600 million boost to the region’s economy).

Based on surveys taken at major tourist attractions in the Hudson River Valley, the Davis report found that tourists’ top reason for visiting the region was for historic interests and hobbies. As a site of national historical importance, the proposed Sing Sing Historic Prison Museum would complement and enrich the existing historical resources in the region. The report notes some distinctions between the five sites in the region operated by the National Park Service (four Roosevelt-related sites and a Vanderbilt Estate, collectively referred to in the report as ROVA sites) and the rest of the sites in the area. Although the proposed Sing Sing Historic Prison Museum is not anticipated to be operated by the National Park Service, it would have national appeal and therefore could exhibit similar characteristics to these ROVA sites. These sites are different statistically from other sites in the region in a number of ways, including:

- A wider geographic distribution of visitors
- Visitors who are more likely to be on a business trip or family vacation, rather than a day trip, and are more likely to stay overnight
- Visitors who spend more money during their stay, at the site and at surrounding restaurants/lodging locations
- Visitors who are less likely to use a car to get to the site
- Visitors who are more likely to be first-time visitors
- Visitors who are more likely to make return trips to the site

More than half of ROVA visitors are likely to return – 56.8% compared with 42% for all surveys – and more than two-thirds of the
ROVA visitors travel from outside the region. Because these visitors are also more likely to be first-time visitors, these results suggest that the ROVA sites – and potentially the Sing Sing Historic Prison Museum – can serve as a gateway to the region.4

The Hudson River Valley Greenway Act of 1991 created a process for voluntary regional cooperation among 259 communities within 13 counties that border the Hudson River to promote the Greenway goal of “the preservation, enhancement and development of the world-renowned scenic, natural, historic, cultural and recreational resources of the Hudson River Valley.”5 The Act specifies five Greenway criteria through which this goal can be achieved. These criteria provide an overall vision for voluntary local Greenway plans and projects.

A municipality located within the Hudson River Valley Greenway can become a Greenway Community by adopting a resolution indicating support of the five Greenway criteria:

- **Natural and Cultural Resource Protection:**
  Protect, preserve and enhance natural and cultural resources including natural communities, open spaces, historic places, scenic areas and scenic roads.

- **Regional Planning:**
  Encourage communities to work together to develop mutually beneficial regional strategies for natural and cultural resource protection, economic development, public access and heritage and environmental education.

- **Economic Development:**
  Encourage economic development that is compatible with the preservation and enhancement of natural and cultural resources with emphasis on agriculture, tourism and the revitalization of existing community centers and waterfronts.

- **Public Access:**
  Promote increased public access to the Hudson River and important local resources through the creation of parks and the development of the Hudson River Valley Greenway Trail System and the Hudson River Greenway Water Trail with linkages to the natural and cultural resources of the Valley.

- **Heritage and Environmental Education:**
  Promote awareness among residents and visitors about the Valley’s natural, cultural, scenic and historic resources. The Village and Town of Ossining have both adopted resolutions.
supporting the Five Greenway Criteria and are Greenway Compact Communities.

The 1991 Act also established the Greenway Communities Council, a New York State agency created to work with local government to enhance local land use planning and develop a voluntary regional planning compact for the Hudson River Valley. The Council provides community planning grants, compact grants and technical assistance to help communities develop a vision for their future.

The Hudson River Valley National Heritage Area is managed by the Greenway Conservancy for the Hudson River Valley, a public benefit corporation, and the Hudson River Valley Greenway Communities Council, a state agency. These organizations were established in the Executive Department of New York State Government in 1991 and are governed by boards of directors representing numerous public and private constituencies and interest groups in the region.

The Sing Sing Historic Prison Museum would both benefit from and contribute to the existing regional tourism infrastructure. As stated in the report on heritage sites in the National Heritage Area, historic interests are a major draw for tourism in this region. Many of the historic sites in the region are historic home museums, and nationwide there has been a trend of lower attendance and subsequent privatization of such sites in recent years. There is some evidence that sites such as these in the Hudson River Valley region are experiencing this trend; attendance at Kykuit, a historic Rockefeller estate in Sleepy Hollow, has been declining steadily since 1996. The Sing Sing Historic Prison Museum would be a unique site in the region, adding to the diversity of historic resources that the Hudson River Valley region has to offer. The museum would be a draw and could potentially boost visitorship to these other sites that have experienced a decline. Conversely, because historic sites are already such an important part of regional tourism, Sing Sing Historic Prison Museum would benefit from an existing regional tourism infrastructure that heavily promotes historic sites as tourist destinations.

The County Scale: Resources within Westchester

The viability of the proposed Sing Sing Historic Prison Museum lies not only in the attraction of the worldwide name recognition of the Sing Sing Correctional Facility, but in the strength of tourist attractions in the surrounding areas. Westchester generates nearly 60% of the total tourism sales in the Hudson River Valley, and the resources of the Westchester at large are significant with regard to both institutions and sites.

County Initiatives
The Westchester County Greenway Compact Plan:
One of the major objectives of the Greenway Act is the development and implementation of a regional strategy called the Greenway Compact. The Greenway Compact is a voluntary regional planning vision developed in a partnership among a county, its local communities and the Greenway Communities Council. The Greenway Compact differs from a typical comprehensive plan in that it specifically promotes the Greenway criteria, actively encourages regional cooperation and provides financial and other benefits for participating communities.

The Greenprint for a Sustainable Future is the Westchester County Greenway Compact Plan. Greenprint builds on the planning legacy in Westchester to assist the county and municipal governments in ensuring a sustainable future for years to come. The Plan provides the basis for participating municipalities to qualify for incentives granted by the New York State Legislation through the Hudson River Valley Greenway Act of 1991. It follows the successful format utilized in Patterns for Westchester: the Land and the People, the County’s long-range planning policy document, to create an approach to regional economic development that promotes tourism while incorporating natural, cultural and historic resource protection and increasing Hudson River access opportunities.

The Greenprint for a Sustainable Future, the Westchester County Greenway Compact Plan, is the result of a bottom-up planning approach, consisting of “Three Tiers”:

A. Hudson River Valley Greenway Program
B. Patterns for Westchester
C. Subregion Strategies

Patterns was developed as a policy framework to balance economic growth and environmental health. The goal of Patterns is to strengthen centers, improve the function of corridors and protect the County’s open space character. Patterns offers a range of strategies to help County and municipal governments promote tourism, nurture environmental health, economic growth and the quality of life in Westchester. These strategies are tailored to implement 12 policies titled, “Policies for 2000 and Beyond.” These polices are the foundation for Greenprint and they provide an umbrella under which subregions may develop more specific strategies.

The goal of Greenprint is to achieve community consensus on important intermunicipal issues within this three-tier planning context. The first subregion strategy was developed in the Historic River Towns
of Westchester (HRTW) subregion. Using subregion strategies, local communities can implement Greenprint policies through addressing the needs of a specific region in Westchester.

The Historic River Towns of Westchester (HRTW) program, created in 1994, is a consortium of 13 municipalities along the east bank of the Hudson River. The primary objective of the HRTW is to strengthen economic development activity compatible with the historical and natural environment of the region through joint tourism and marketing activities.

Part of the premise behind HRTW is that although each municipality has some marketable resources, acting as a group they surpass the sum of what they could accomplish individually. Each member adds to the group by contributing different and unique attractions, and benefits from the support of neighboring attractions and infrastructure. The core of HRTW’s mission is to encourage heritage tourism, waterfront renewal and downtown revitalization as the three major economic engines of the localities in the consortium – goals that the Sing Sing Historic Prison Museum would help to accomplish.9

The HRTW has developed a subregion strategy comprised of the following reports:

- Tourism & Economic Development Plan (1997)
- Present and Future (1998)
- Building Livable Downtowns (1999)

The creation of a museum at the Sing Sing Correctional Facility was identified in these reports.

The HRTW communities voted to participate in the Greenway planning process in 1996. Since that time, HRTW, the County and the Greenway have worked together to build consensus and a shared vision for the waterfront communities. The HRTW communities are currently implementing their vision for community development. This process is facilitated by the incentives available to communities that participate in the Greenway Compact. The inclusion of the Historic River Town communities as part of the Hudson River Valley Greenway planning compact was an important first step in the overall objective of having all Westchester communities become part of the Greenway Compact.

The Village and Town of Ossining are both members of the Historic River Towns of Westchester and are Greenway Compact Communities.

The Westchester County Office of Tourism is another resource
for the museum. The Office is aggressive in marketing the tourism resources of the County through advertising, media outreach and tourism trade shows. Inclusion of the Sing Sing Historic Prison Museum in this existing marketing structure would help the museum at little cost while fostering the mission of the Office to promote tourism in Westchester through the addition of a new destination to attract visitors.

**Physical Sites**

Westchester has a multitude of existing physical resources: historic and cultural sites; parks and natural resources, including waterfront access on the Hudson River and Long Island Sound; scenic vistas; trailways and downtowns. There are 267 restaurants, 13 hotels and 72 entertainment establishments within the HRTW area alone. Playland, in Rye, is the largest tourist attraction in Westchester, with approximately one million visitors per year. It is also the only government-owned-and-operated amusement park with National Historic Landmark designation. Other historic attractions in Westchester include Kykuit, Lyndhurst and Van Cortlandt Manor. These sites – along with four others – are featured in Westchester County promotional materials as the “Seven Wonders of Westchester.” Clearly, historic tourism is an important and emphasized component of countywide tourism. Appendix A provides detailed descriptions of these sites.

The Sing Sing Historic Prison Museum would benefit Westchester by adding to its already strong tourism infrastructure. The added visitors brought in to Ossining by the museum would complement surrounding HRTW communities that have amenities and additional tourist destinations (i.e. hotels in Tarrytown, historic sites in Sleepy Hollow, etc.), strengthening the consortium as a whole.

Similar to the benefits at the regional level, the Sing Sing Historic Prison Museum would gain from the Westchester’s existing tourism infrastructure. The Westchester County Office of Tourism will be an essential resource for promoting the museum in conjunction with their existing marketing efforts for sites countywide.

**The Local Scale: Resources within the Village of Ossining**

As the above sections illustrate, there is a rich and diverse array of tourism resources in the County and region. The following discussion details tourism-supporting assets in the Village and Town of Ossining. This discussion underscores an important fact: While the regional tourism infrastructure presents numerous opportunities and valuable resources that will support the proposed Sing Sing Historic Prison Museum, the Village of Ossining also has a number of unique assets that can help draw visitors and enrich their experience upon arrival. In addition, the proposed
museum would help strengthen existing Village assets, creating a mutually reinforcing relationship.

Existing Tourist Sites in the Village of Ossining
The Village of Ossining currently boasts a number of sites and districts that may interest visitors. While these sites individually are localized in their appeal, taken together they create a collective identity that distinguishes the Village of Ossining as an attractive destination for tourists interested in historic districts.11

Maryknoll
The world headquarters of Maryknoll Catholic mission is located in Ossining. Founded in 1911, Maryknoll is dedicated to mission work outside of the United States in Latin America, Africa, Asia and Mexico.12

Jug Tavern
The Jug Tavern of Sparta is listed on the National Register of Historic Places. Located at the entrance to the Sparta Historical District, it has a history stretching back to colonial times, when location was on the Post Road from New York to Albany. In 1975, when building threatened with demolition, members of the local community raised money to purchase, restore, and operate it as a not-for-profit historic site and neighborhood meeting space.13

Sparta District
Sparta is the earliest settlement that remains intact in the Village of Ossining. One of Sparta’s unique characteristics is that many of its most notable structures stand today where they were built more than a century and a half ago. Sparta has many beautiful 18th- and 19th-Century houses, as well as a historic cemetery. Guided walking tours of the Sparta community are available most of the year, detailing the history and evolution of the area since its settlement in the late 1700s.14

Weir Chamber
“The Weir (dam) Chamber was built in 1882 to help control the flow of water through the Aqueduct Bridge. Here one can actually descend into the conduit which carried the water into New York City.”15

Double Arch
The Double Arch is formed by the arch of the Aqueduct Bridge, which spans the Sing Sing Kill. Built in 1839, Aqueduct Bridge is part of the Old Croton Aqueduct system.16

First Baptist Church
“This High Victorian gothic Church, dedicated in 1874, is one of the few churches in Westchester County to be listed on the National Register of Historic Places.”17

Ossining Heritage Center
Located in the Village of Ossining Caputo Community Center, this museum offers exhibits on the Old Croton Aqueduct and a small exhibition on the Sing Sing Correctional Facility.18

Trinity Episcopal Church
“Built in 1892 of gray marble, this church is a fine example of the Victorian Gothic style popular at that time. Most of the stained glass windows were done by the Tiffany Glass Company.”19

The Squire House
“This building is one of New York State's earliest examples of concrete construction. It was built in 1872 in a manner resembling a Rhineland castle.”20

While there is a range of smaller-scale tourism sites in the Village of Ossining, the proposed Sing Sing Historic Prison Museum would serve as a flagship attraction. The historic and architectural themes that are key elements of the museum proposal complement existing sites in the Village, raising the prospect of cross promotion and other partnerships.

Structures made with Sing Sing Marble and Granite in the Village of Ossining
Marble and granite mined at the original Sing Sing Correctional Facility has been used in buildings, walls and pillars throughout Ossining, physically linking the Village to the history of the prison. The following is a list of sites in Ossining built with “Sing Sing marble”:

Supporting Structures:
1. Terrace Avenue wall above cemetery brook
2. Ossining High School wall in front
3. Wall on State Street in front of Printex
4. Secor Road wall to railroad station
5. Fuller Gardens wall Croton Avenue (across from Library)
6. Brookville Avenue to Roosevelt School, Sniffen property
7. John Faiella wall next to St. Ann’s Church, old Vail home
8. Dale Cemetery entrance pillars, Havell Street
Buildings:
1. Cavalry Baptist Church on St. Paul’s Place
2. Old First National Bank Building
3. Printex Building, 34 State Street (Smith-Robinson House)
4. Ward Mansion on Lincoln Place
5. Madden Home on Lincoln Place

Other:
1. Marble and Stone Factory of Nicholas O’Brien (made gravestones and monuments)

Institutions
A critical component of the local tourism infrastructure in the Village is the Greater Ossining Chamber of Commerce. The Chamber’s mission is to “promote business through member services, educational programs, cooperative partnerships, and legislative advocacy that balances prosperity with the quality of life.” The Chamber is equipped to play a key role in forging relationships between the proposed Sing Sing Historic Prison Museum and the existing local attractions and businesses.

An additional institutional resource in place is the Ossining Heritage Area, a state-designated area with boundaries just inside the Village. According to Ossining’s website, “Ossining is one of 15 areas in New York State to be included in this unique program designed to preserve the State’s heritage and use historic, educational and recreational tools for economic development.”

Additional Physical Resources
At its outset, this chapter set forth a definition of tourism infrastructure. Crucial to that idea was the notion that resources beyond tourism destinations and tourism-focused institutions provide support to the tourism industry. The Village of Ossining possesses an abundance of assets of this kind, which can both help attract visitors and enrich their experience.

An Active and Accessible Waterfront
The Village’s Hudson River waterfront is highly accessible, and one can stand right at the water’s edge while enjoying unobstructed vistas that extend for miles. Louis Engel Park offers opportunities for active or passive recreation. A nearby dock provides commuter ferry service from Haverstraw, and there are currently plans for dock expansion.

In addition, the construction of the Harbor Square development...
Tourism

along the waterfront will provide numerous public amenities that will enhance access and activity along the waterfront. The Village is fortunate in that much of its Hudson River waterfront is accessible and available for public use. Moreover, the program of waterfront land uses – the renovated park and Harbor Square’s amenities, in particular – aim to provide a waterfront that is vibrant, active and available to the public. The proposed Sing Sing Historic Prison Museum would represent an additional node of activity along the waterfront to further enhance this experience.

Vistas

The views of the Hudson River available from the Village of Ossining are remarkable. The view of Rockland County across the River is unchanged from over a century ago, in essence creating a natural historic vista. These same views inspired the landscape painters of the Hudson River School, the mid-19th Century American art movement. The Village offers unobstructed panoramas from elevated upland vantage points including the central business district, which some other Hudson River Towns cannot provide. Also, as noted above, the Village’s accessible waterfront affords river views that will enrich the experience of visitors to the proposed museum.

Trailways and Greenways

Two major trailways in the Ossining area, RiverWalk and the Old Croton Aqueduct Trail, provide enhanced pedestrian and cycling experiences in the Village of Ossining. The Old Croton Aqueduct State Historic Park in Ossining is the only place where visitors may actually enter the aqueduct.

The Historic Village Center

One of the Village of Ossining’s greatest resources and a valuable component of its tourism infrastructure is its historic downtown. The Village’s Main Street, a National Historic District, has distinctive buildings that form a continuous street wall with shops, restaurants and small businesses occupying the ground floors. These uses foster activity along the main Village thoroughfare. The Village core retains a 19th Century feel and is perfectly scaled to support leisurely walks and window-shopping.

While the historic fabric of the Village remains largely intact, there are some vacancies along Main Street. However, these vacant buildings represent prime opportunities to allow for expansion of tourist-supported businesses and provide retail and dining opportunities that serve not only visitors, but residents of the Village as well. Moreover, as new development at the western border of the historic district and Harbor Square clearly illustrate, the Village is viewed as a
Tourism

desirable locale with strong economic prospects. Viewed in this context, it is clear that vacancies along Main Street represent a valuable opportunity as resource and that the proposed museum would serve as both a contributor to and beneficiary of the renewal of the Village of Ossining.

Transportation Networks

The Village’s existing transportation resources are detailed in the Access, Parking & Transportation chapter of this report. It should be noted here, however, that the Village of Ossining is well served by a multimodal transportation network that includes arterial roads, Metro-North rail service, the Bee-Line bus system, ferry service, parking facilities and walking trails. The proposed Sing Sing Historic Prison museum site is only several hundred feet from the Ossining Metro-North station, two County Bee-Line bus route stops and the Ossining ferry dock. Transportation facilities are critical components of tourism supporting infrastructure, and the existing networks ensure the Village of Ossining and its attractions are accessible to visitors.

C. Opportunities to Boost Attendance

A strategic plan that considers how to leverage existing tourism infrastructure in the vicinity of the Sing Sing Historic Prison Museum will be critical to the success of the museum. The plan would consist of budget, staff and strategies for promoting the new museum.

A first key step for the Sing Sing Historic Prison Museum will be to successfully form relationships with local, county and regional institutions. Without these partnerships, the museum could be left out of the local tourism network. Initial outreach efforts were identified as a crucial step in developing a successful attraction in an interview with the Westchester County Office of Tourism in January 2007.

The amount of advertising and marketing that the museum would be able to undertake is directly related to the amount of funding available. Brochures, advertising and trade shows are all potential techniques to be employed. It is important to budget enough money for these purposes, especially when the site first opens, to take advantage of its “newcomer status.” Aggressive pursuit of grants and other funding resources is one way to achieve this goal.

Leveraging existing tourism infrastructure is a way to effectively market the museum with minimal costs. One of the most important venues for promoting attractions in Westchester County is the Co-Operative Partnerships program, which the Westchester County Office of Tourism offers to attractions in the County. This plan helps to promote County attractions using shared advertising costs. The Office
Tourism buys advertising in bulk reducing the overall cost to individual attractions. In addition, it groups attractions based on crossover appeal that a typical tourist for one attraction might have for another. It uses synergies between attractions and the “goodwill” from the “I Love New York Campaign”\textsuperscript{23} to promote Westchester throughout the region. The Co-operative places ads in 37 different newspapers, magazines, television stations and websites.

The packaging of several sites together, by theme, area or target demographic, is a way to increase the draw of the sites. One method is working with tour operators packaging trips that bundle two or three attractions daily. Packaging a day at the Sing Sing Historic Prison Museum with lunch or dinner at Stone Barns in Pocantico Hills, for example, would create a ready-made excursion for people who might not be as likely to visit either site individually but are interested in getting both done in one day. Pitching ideas for tour-packages to bus companies is a critical component of this strategy. In essence, convincing an individual versus a tour bus operator to make the trip to the Sing Sing Historic Prison Museum is the difference between one or two visitors and 55 or more on a group trip.

According to the Office of Tourism, if a tourist is deciding between two main attractions in Westchester County of equal interest, the deciding factor will be the secondary attractions to see after the main attraction has been visited. A potential way to integrate the museum with the rest of the Village would be to create a heritage walking tour of Ossining similar to the Freedom Trail in Boston. The Sing Sing Historic Prison Trail would link Sing Sing Historic Prison Museum to different elements in the Village that were made with Sing Sing marble, such as Grace Church on Broadway. As tourists walk through the Village, they could see positive representations of the prison and how it adds to the Village’s character. The walking tour would create the links that incorporate the dining, shopping and historical significance of the Sing Sing Historic Prison Museum to the Village. Detailed descriptions of the sites can be found in the Appendix.

In the age of technology, it is important as a promotional and informational tool to advertise and have a dynamic website. A dynamic website – a low-cost method of distributing information about the proposed museum across the world – is different from simply a Web page. This is especially important for foreign travelers who will use the Internet to create vacation plans. Dynamic websites can include many interactive pages such as virtual tours, history of the famous prisoners (with sound bites or film clips) and movie clips filmed on the prison site. The content would not be just text on page; audio and video would give the viewer a virtual window into the attraction. Another difference
between a dynamic site versus a traditional Web page would be the addition of special event promotions, such as guard chats or lectures. Posting video of such events on the website would give tourists a feel for the event. The more interactive and informative the Web site, the greater its potential to inspire the visitor to experience it first-hand. The website could include links to other attractions in the region so that visitors with a specific interest in the Sing Sing Historic Prison Museum are aware of those additional resources.

Providing unique and easy ways to visit the prison museum is important. Tourists want to reach an attraction quickly and efficiently. Given this desire, two particular accessibility options beyond mass transit and autos should be promoted. The first involves packaging the Sing Sing Prison Museum with ferry tours of the Hudson River. The ferry dock next to the prison would offer boats easy access to the Sing Sing Historic Prison Museum. The marketing study for the museum estimates that survey respondents were 40% more likely to visit the Sing Sing Historic Prison Museum if it were part of a river tour. This transit option would also help to bolster waterfront development. Ferries using the dock would increase pedestrian activity along the waterfront, thus increasing the likelihood that businesses will locate there to provide services and amenities to tourists.

The other crucial transit option is tour buses, which have the ability to bring large numbers of visitors to the proposed museum. Bus tours carry out-of-state and international tourists, as well the important 50-plus demographic, which often travel in site-seeing groups. In addition, many local visitors find tour buses to be more convenient than driving. Aggressively marketing to tour bus operators is one means of increasing tour bus business at the proposed museum. It should be noted that this type of targeted marketing is especially effective because convincing a single bus operator to serve the museum nets a large pool of visitors. It is easier and more efficient to market to a tour bus company than 50 individuals, although the attendance these efforts generate can be the same.

Despite the strong tourism infrastructure within the Hudson River Valley region, Westchester and the Village of Ossining, the proposed museum is somewhat constrained by its location in an active maximum-security prison. This fact limits the type and range of programs the museum can pursue and narrows the potential museum audience, and as such cannot be ignored. Indeed, some respondents to the surveys performed as part of the Sing Sing Historic Prison Museum Marketing Study expressed hesitation or unwillingness to visit the proposed museum because of perceived safety issues.
Given the challenges posed by the museum's location within an active prison, the quality and breadth of both marketing and programming for the Sing Sing Historic Prison Museum is critical in ensuring the facility's success. Future museum staff must be proactive in publicizing the message that the museum would be a safe, educational and rewarding experience. The Capstone team has outlined several recommendations for quality events in the Linking the Central Business District and the Waterfront chapter of this report. While the Sing Sing Historic Prison Museum's unique position within an active prison facility is clearly a challenge, the Capstone Team feels that it can be overcome with a strong and virtual programming aspect, and with effective promotion.

**D. International Tourism**

According to data compiled by the United States Department of Commerce, Office of Travel and Tourism Industries, New York State had the highest proportion of overseas visitors (excluding visitors from Canada and Mexico) among all states in both 2004 and 2005. Most of these visitors went to New York City, which had the highest proportion of overseas visitors among U.S. cities for both years.

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<td>26.8%</td>
<td>5,162</td>
<td>25.4%</td>
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Source: U.S. Office of Travel and Tourism Industries (http://tinet.ita.doc.gov)

As stated elsewhere in this report, the Sing Sing Historic Prison Museum is less than an hour from New York City, with easy access by Metro-North and, potentially, by Hudson River ferry. New York State, and New York City in particular, already have the highest proportion of international tourists in the country, and the museum can “piggyback” off this visitorship.

Steps are being taken to increase the number of foreign visitors to the region. New York City Mayor Michael Bloomberg’s goal is to have 50 million international visitors a year by 2015, or 6 million more a year than today. To accomplish this, New York City is spending $15 million a year to promote itself overseas in variety of media formats, from billboards to TV ads. This marketing push creates an opportunity for surrounding areas such as the Hudson River Valley and Westchester to attract some of those visitors.

There is evidence that tourism marketing efforts in the area have already attracted more visitors. According to the Westchester
Tourism

County Office of Tourism, tourism spending in the county was approximately $1.43 billion in 2005. Hotel occupancy tax generated $4.68 million in 2005, out of $44 million of County tax revenue from tourism. The revenue generated indicates the importance of tourism dollars.

International tourism is a large and growing market. It is important for a region to attract international tourist dollars to increase tax revenues. Lower airfares, multinational business and currency valuations create an interest in travel abroad, which, according to the U.S. Bureau of Economic Analysis in the fourth quarter of 2006, resulted in “total current-dollar tourism-related output of $1.2 trillion, consisting of $672.1 billion of direct tourism output (output of goods and services sold directly to visitors), and $512 billion of indirect tourism-related output (output of goods and services used to produce what visitors buy).”

A discussion of the Sing Sing Historic Prison Museum’s prospects for attracting international tourists is relevant because of the prison’s well known history as home to famous prisoners and its role in Hollywood movies, which give the facility international name-recognition. In January of 2005, Westchester County issued a press release on the proposed Sing Sing Historic Prison Museum which received national and international attention. The many international media outlets that have published articles on the potential museum include the Malaysian website Manorma online, The Shanghai Daily, The Indian Express, and Reuters Online in the United Kingdom. This level of attention given to the project at such a preliminary stage is evidence of the strength of Sing Sing Correctional Facility's international name recognition.

It is important to note the differences among the goals and mentalities of foreign travelers, U.S. travelers and regional travelers. The foreign tourist, usually visiting New York City, has limited time and may not return for an extended period of time, and thus typically has an agenda or checklist of attractions to visit. U.S. tourists may also be on a timetable, but they are more likely to make return trips to the region. Regional tourists tend to drive or take bus tours from other areas in New York State, Pennsylvania or Connecticut. These tourists have greater accessibility to the area’s attractions and most likely have seen or can easily see other attractions in the region. This means that the opportunity cost of seeing a site such as the Sing Sing Historic Prison Museum is less for visitors who originate from within the region than for an international tourist who has limited time on a vacation. According to the Westchester County Office of Tourism, most out-of-town visitors will only come to the Westchester on their second or third...
visit to New York, a condition that underscores the challenge of attracting foreign visitors to the proposed museum.  

E. Case studies: Tourism Lessons from other Facilities

There are many prison museums operating in other areas of the country, and their experiences can be instructive for the proposed Sing Sing Historic Prison Museum. The Marketing Study completed in 2001 identifies and describes four historic prison museums for comparison: Alcatraz Island, Louisiana State Penitentiary, West Virginia Penitentiary, and Eastern State Penitentiary Historic Site. The Sing Sing Correctional Facility is unique compared with these sites because the prison is still operational, and the museum would be within the facility’s perimeter. However, a number of useful findings were still made in the marketing study by examination of these comparable sites:

- The market for visitation to prison museums is broad.
- For this reason, exhibits should be appreciated on a number of levels.
- Special programs and exhibits help to drive visitation.
- Organized groups are important components of visitation.
- Exhibits focus on authenticity of the prison experience.
- Creative marketing is necessary to attract visitors.

In addition to these findings from the Marketing Study, the Capstone Team was able to meet with Andrea Reidell, from the Eastern State Penitentiary Historic Site in November 2006, to discuss how its experience as a historic prison museum can be applied to the proposed Sing Sing Historic Prison Museum. The website for Eastern State Penitentiary Historic Site is a major tool for advertising special events and general information about the site. Its yearly Halloween event, “Terror Behind the Walls,” brings in more visitors during the month of October than over the rest of the course of the year, illustrating the strength of special programming. Because of its status as an active prison, the Sing Sing Historic Prison Museum will not duplicate the same type of theatrical event. However, dynamic and creative programming that is respectful of the inmates in the active part of the Sing Sing Correctional Facility is recommended by the Capstone Team as a means of drawing visitors to the museum. Programming such as art exhibits and historical talks are discussed further in the Linking the Central Business District and the Waterfront chapter of this report.

United States Military Academy at West Point Museum

Comparing Sing Sing Historic Prison Museum to other New York State attractions is challenging because it is such a unique attraction. However, the proposed museum site and the United States Military Academy at West Point are both located in working facilities that have high security concerns as well as historical significance. The Capstone
Team interviewed Deb McGraw, chief of community relations at West Point, to get more information about its visitorship. According to McGraw, each year approximately 300,000 visitors come to the West Point Museum to experience the history and learn about the evolution of the military. Since West Point is an active military installation, there are security precautions and limitations on the access that visitors have to active portions of the facility. For example, visitors are required to show photo identification. Similarly, the Sing Sing Historic Prison Museum would be located in a highly secured area separated from the still-active Sing Sing Correctional Facility. Similar to the military history experience at the West Point Museum, visitors at the Sing Sing Historic Prison Museum would learn not only about the history of that particular facility but a broader history of the United States prison system as well.

There are limitations faced by the West Point Museum that are not present in the case of the Sing Sing Historic Prison Museum. The proposed museum has a better location in relation to secondary and other primary attractions, with more sites in close proximity for visitors to see in one trip. Perhaps even more importantly, there are more transportation options for visitors to the Sing Sing Historic Prison Museum: visitors can arrive by car, bus, train or ferry, whereas at West Point visitors are limited to using cars and buses. Ms. McGraw noted that West Point’s location on the west bank of the Hudson River limits access for New York City residents because of the lack of a convenient train station. Visitors who arrive by train must take a $25 taxi ride across the Hudson River to the site. Not only is the Sing Sing Historic Prison Museum located adjacent to the Ossining Metro-North station, it is approximately 20 miles closer to New York City than West Point. These factors, considered along with the success of the United States Military Academy at West Point as a tourist attraction, are a positive indicator for the success of the proposed Sing Sing Historic Prison Museum.
Tourism

2. Market Potential for Sing Sing Prison prepared by ConsultEcon In., December 2001
4. Report of Interviews at Heritage Sites in the Hudson River Valley National Heritage Area, p28
5. The Hudson River Valley Greenway Act 1991, revised November 1997 (NYS ECL §44-0101 Legislative Intent)
7. Interview with McKelden Smith of Historic Hudson Valley, February 14, 2007
8. The Economic Impact of Travel and Tourism in New York State and Each of Its Regions and Counties, Tourism Economics, a Division of Oxford Economics, September 2006
10. Growing Smarter Together; A Greenprint for the Future HRTW Compact Region, 2000
12. Ibid.
13. Jug Tavern of Sparta
15. Ibid.
16. Ibid.
17. Ibid.
18. Ibid.
19. Ibid.
20. Ibid.
21. Ibid.
23. Westchester County Office of Tourism; Annual Report 2005, Pg. 5

1825 Cellblock, Sing Sing Correctional Facility, Westchester County
5. Access, Parking & Transportation

The transportation network within the Village of Ossining and the Hudson River Valley region are integrally tied to the success of the proposed Sing Sing Historic Prison Museum. The ability of potential visitors to reach the museum quickly and efficiently is a critical determinant of attendance. In addition, facilitating movement between the museum and the businesses and other tourist attractions in the Village and beyond is critical if the potential economic benefits of the project are to be fully realized.

The Village of Ossining has a significant parking supply, both in the immediate vicinity of the proposed museum site (at the Metro-North train station) and in the central business district. Much of this parking (particularly at the commuter lots) appears to be underutilized on weekends, which would correspond to peak visitorship at the museum.

Although the site of the proposed Sing Sing Historic Prison Museum is proximate to major central business district access points and is served by existing sidewalks, much of this access and future improvements, are constrained by topography and physical limits to sidewalk expansion.
The planned RiverWalk trailway is directly adjacent to the proposed museum, and the existing Old Croton Aqueduct Trail is also within walking distance.

Metro-North and NY Waterway, two transit agencies that provide service at the proposed site, offer programs that seek to attract riders by promoting certain regional attractions or events. These programs involve significant cross-marketing between the agencies and the respective attractions, with mutual benefits for each. One cultural institution comparable to the Sing Sing Historic Prison Museum, Dia:Beacon, has taken advantage of Metro-North’s “One-Day Getaways” program, and has experienced increased visitors. In addition, Metro-North has seen increased ridership at the Beacon station, largely as a result of that museum’s opening.

The following section of this interim report details the existing transportation and pedestrian infrastructure that will provide access to the proposed facility, as well as the marketing programs of relevant transit agencies that could be applicable to the Sing Sing Historic Prison Museum.

**Key Findings**

- The proposed Sing Sing Historic Prison Museum would be well served by the robust, multi-modal transportation network currently in place.
- An opportunity exists to take advantage of the excess parking supply at the Metro-North commuter lots and elsewhere in the Village through a shared parking system.
- Because topography is an ongoing obstacle and sidewalk expansion is most likely not feasible in the immediate future, non-physical ways to foster linkages between the central business district and the waterfront should be explored.
- Two major trailways in the Ossining area, the planned RiverWalk and the existing Old Croton Aqueduct Trail, provide opportunities to enhance pedestrian and bicycle access to the proposed museum through cross-promotion, tapping into a potential visitor market.
- The promotional programs of Metro-North and NY Waterway would be an ideal method to attract visitors from around the region to the Sing Sing Historic Prison Museum, and could provide benefits to the transit agencies as well.
- The Sing Sing Historic Prison Museum is likely to result in increased ridership at the Metro-North train station, although a detailed analysis using updated data would need to be performed to ascertain the specific benefit. Because current ferry service is focused on commuters, and the peak
attendance at the Sing Sing Historic Prison Museum is likely to fall outside peak commuting hours, the museum’s impact on ridership at the Ossining’s NY Waterway terminal would likely be minimal.

A. Existing Transportation Network

Roadways

A marketing study prepared for the proposed Sing Sing Historic Prison Museum in 2001 asserts that 90% of visitors are likely to reach the museum by automobile. While the Capstone Team found that a lower percentage of auto usage is more likely, the figure nevertheless indicates that the roadway network within and around the Village of Ossining is a critical piece of infrastructure for bringing visitors to the museum. Fortunately, a number of existing roadways permit access to the museum from locations throughout the region. Arterial roads with a north-south orientation enable vehicles to reach the Ossining vicinity quickly. A number of east-west oriented collector roads divert travelers to the Village while permitting access to adjoining land uses and local roads. Local roads are utilized for the remainder of the journey to the Hudson waterfront or, if provided for, to satellite parking facilities proximate to the Village’s historic downtown.

The major roadways in the vicinity of the Village, shown in the map on the following page produced by the Westchester Department of Planning, are described on the following page grouped by functional class:

Arterials

Arterials are limited access roadways designed for through traffic and circulation movements between urbanized areas. They permit
access only at interchanges or major crossroads. There are several limited access roadways in proximity to the Village of Ossining that efficiently carry vehicular traffic into the area.

- **Route 9A**
  Route 9A is a State route under the jurisdiction of the New York State Department of Transportation. The high-volume thoroughfare has a general north-south orientation, and offers an alternative to U.S. Route 9 between New York City and Peekskill, New York. Route 9A provides access to several roadways that access the Village of Ossining and the surrounding area, including Route 133, Route 134, US 9 and...
Pleasantville Road (at Briarcliff Manor). Route 9A is accessible to commercial and passenger vehicles. However, due to overpasses, tractor-trailers and large trucks are unable to utilize the highway and must instead use alternatives such as Route 9.

- **Route 100**
  New York State Route 100 is a major north-south highway running throughout most of Westchester County. NY 100 passes along the eastern border of the Town of Ossining and provides access to east-west connectors Pleasantville Road and Route 133. This roadway allows passenger vehicles and commercial use.

- **Taconic State Parkway**
  The Taconic State Parkway is north-south limited access freeway in the New York highway system. It is accessible to east-west thoroughfares Pleasantville Road (at Briarcliff Manor) and NY 133 (at New Castle). This four-lane roadway, also a scenic byway, is restricted to passenger vehicles and small commercial vans.

- **U.S. Route 9**
  U.S. Route 9 – also known as Highland Avenue in Ossining – is a north-south State road under the jurisdiction of New York State Department of Transportation. The road, which extends through New York City and Albany to Champlain, New York, intersects the following at various points: Route 9A, NY 133, NY 134 and Main Street in the Village of Ossining.

- **Route 133 (Croton Ave)**
  New York State Route 133 is an east-west highway originating in Ossining and spanning Route 9 and Route 9A. Known as Croton Avenue in Ossining, it also provides access to Pleasantville Road, and the Taconic State Parkway.

**Collector Roads**

Collectors carry through traffic on a more local basis. They function as conduits between arterial roadways and local streets.

- **Pleasantville Road**
  Pleasantville Road is a collector road under localized jurisdiction with a general north-south orientation. It extends through 9A at Briarcliff Manor and continues to the...
northwest to Route 133. Featuring a relatively curving alignment, Pleasantville Road accesses Route 9A, NY 100 and the Taconic State Parkway.

- Route 134
  New York State Route 134, also known as Hawkes Avenue, is a north-south highway extending through the center of the Town of Ossining. NY 134 carries northbound and southbound traffic to the east-west thoroughfare, NY 133.

Local Roads
Local roads are designed to carry vehicles over shorter distances than arterials and collectors. In urbanized areas, they permit slower speeds and maximize access to adjoining land.

- Main Street
  Main Street in the Village of Ossining is the primary local road that visitors will use to reach the proposed museum. Connecting directly to U.S. Route 9, Main Street is the primary thoroughfare in the historic downtown of the Village of Ossining. There are numerous commercial and residential uses adjoining Main Street along its entire length. It exhibits a curvilinear alignment and a rather steep grade as it approaches the Hudson River waterfront.

- Secor Road
  Main Street flows directly into Secor Road, which leads to the Ossining Station. This two-lane local road provides direct access to the waterfront and the proposed museum site via a curving extension ramp that spans the Metro-North tracks.

- Other Local Roads
  Local roads other than Main Street are accessible from the collectors and arterials bringing traffic into the Village area. However, the local roadway network south of Main Street, while oriented on a general grid pattern, includes a number of dead-ends. Accessing the museum site requires a northerly movement to Main Street that is better accommodated by the arterial and collector roads. Local roads north of Main Street possess a more idiosyncratic layout, in addition to containing several dead-ends. Given the characteristics of the local road networks in the immediate museum site area, it is likely that drivers will opt to utilize the more direct and efficient route of Main Street by way of collector roads.
**Metro-North**

The proposed Sing Sing Historic Prison Museum is located several hundred feet south of Ossining Station on the Hudson line of the Metro-North railroad. Train service to and from Ossining Station is available on both express and local train routes. The commuter rail provides direct train service between the museum and other Hudson River towns as well as New York City (42 minutes away via express train).

A total of 44 trains bound for Grand Central Station in Midtown Manhattan stop at Ossining Station each weekday. New York-bound trains arrive in Ossining Station roughly every 20 to 30 minutes over the course of the day, with exceptions during the 7 a.m. hour, when there are five arrivals, and after 10 p.m., when trains arrive every hour until shortly after 1 a.m. A total of 53 Poughkeepsie-bound trains stop at Ossining Station each weekday. Trains originating from Grand Central Station arrive approximately every half-hour. Service is more frequent during a.m. peak hours (6:44 a.m. - 9:40 a.m.), when approximately three trains arrive per hour, and in the p.m. peak period (5:16 p.m. - 9 p.m.) when four to five trains arrive each hour. Service is less frequent after 10 p.m., when trains arrive every hour.

On Saturdays, Sundays, and holidays, a total of 39 New York-bound trains stop at Ossining Station. Service begins at 5:04 a.m., with two trains running every hour until 11:04 p.m., when one train stops per hour. Trains originating in New York City stop in Ossining starting at 7:19 a.m., with two arrivals per hour for a daily total of 39.

In all likelihood, the majority of passengers utilizing Metro-North service to reach the proposed museum would travel during daytime, off-peak hours. This is ideal, because these trains generally have more capacity available to handle additional ridership generated by the museum. It should also be noted that, according to the environmental impact statement prepared for the Harbor Square development by Saccardi & Schiff, Inc., Ossining will receive more frequent train service as part of Metro-North’s 2020 Service Plan (p. III-53).

**Bus Service**

The proposed Sing Sing Historic Prison Museum is accessible by the Bee-Line, the bus system serving Westchester County. Four Bee-Line routes – the #11, #13, #14, and #19 – provide service to Ossining. Two of the routes – the #13 and #19 – provide feeder service to and from the Metro-North Hudson Line’s Ossining Station. A table below, excerpted from the Harbor Square Draft Environmental Impact Statement (DEIS), describes the bus routes, stop locations, hours of service and ridership counts for weekday and weekend service.
The base one-way cash fare on the Bee-Line system is $1.75. Transfers are available for an additional 25 cents at time of original ticket purchase. They are valid only at designated transfer stations and during a single one-way journey. Metropolitan Transportation Authority (MTA) MetroCards may also be used on Bee-Line buses.

The Bee-Line Bus System further enhances accessibility to the proposed museum and affords Westchester County residents an inexpensive transportation alternative for reaching the museum.

**EXISTING WESTCHESTER COUNTY BEE-LINE BUS SERVICE - OSSINING**
*Source: Divney Tung Schwalbe, LLP, in Harbor Square DEIS.*

**Ferry**

Ferry service from Haverstraw in Rockland County to Ossining commenced in September 2000. The Ossining ferry dock is adjacent to Ossining Station. Ferry service from Haverstraw to the dock is operated by NY Waterway. The ferry mainly serves commuters from Rockland and Orange Counties who connect to the Metro-North Hudson Line at Ossining Station. The combined ferry-train commute time to New York’s Grand Central Station totals about 70 minutes. Since it is designed primarily to serve commuters, ferry service is currently limited. Six ferries from Haverstraw arrive in Ossining each weekday morning.
<table>
<thead>
<tr>
<th>Bus Route No.</th>
<th>Description of Bus Route</th>
<th>*Timed and Untimed Stops Hours of Service - Ossining</th>
<th>Weekday Ridership (Passengers)</th>
<th>Saturday Ridership (Passengers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>#11</td>
<td>Originates at the Croton railroad station and runs through Ossining, Elmsford, to the TransCenter and downtown White Plains.</td>
<td><strong>Northbound (NB):</strong> S. Highland &amp; Washington, Washington &amp; Spring, Spring &amp; Everett, Spring &amp; William, Spring and Broad, Spring &amp; Waller * N. Highland &amp; Croton <strong>Southbound (SB):</strong> N. Highland &amp; Broadway, Spring &amp; Waller * S. Highland &amp; Waller, S. Highland &amp; James, S. H</td>
<td>(NB) - 5:08 &amp; 5:52 PM M-F. (SB) - 7:12 &amp; 8:12 AM M-F.</td>
<td>(NB) = 18 off. (SB) = 27 on.</td>
</tr>
<tr>
<td>#14</td>
<td>Originates in Peekskill and runs through Verplanck, Montrose, Croton, Ossining, Briarcliff Manor, Westchester Med. Ctr., Elmsford and ends in White Plains.</td>
<td>(B) NB/SB Croton &amp; N. Highland (C) N. Highland &amp; Broadway <strong>Southbound:</strong> (D) State &amp; Main, (E) State &amp; James, (F) State &amp; William, (G) State &amp; South, (H) Lafayette &amp; Spring, (I) Spring &amp; Everett, (J) Spring &amp; William, (K) Spring &amp; Broad, (L) Spring &amp; Waller (M) N. H</td>
<td>(NB) 6:35 - 11:35 AM &amp; 12:15 - 1:03 PM M-F; 7:10 - 11:10 AM &amp; 12:10 - 9:45 PM Sat; 11:10 AM - 7:10 PM Sun. (SB) 6:52 - 11:30 AM &amp; 12:30 - 9:10 PM M-F; 7:00 11:10 AM &amp; 12:10 - 8:05 PM Sat; 11:05 AM &amp; 1:05 - 7:00 PM Sun.</td>
<td>(NB) = 271; 162 on &amp; 109 off.</td>
</tr>
<tr>
<td>#19</td>
<td>Runs from Ossining through Briarcliff Manor, Pleasantville, Chappaqua, Mt. Kisco and ends in Katonah.</td>
<td><strong>Northbound:</strong> Spring &amp; Waller, Croton &amp; S. Highland <strong>Southbound:</strong> Croton &amp; N. Highland State &amp; Main, Spring &amp; Waller</td>
<td>(NB) 6:13 - 10:20 AM &amp; 12:20 - 6:40 PM M-F; 7:30 - 11:20 AM &amp; 1:40 - 5:40 Sat. (SB)</td>
<td>(NB) = 105; 102 on and 3 off. (SB) = 78 off.</td>
</tr>
</tbody>
</table>
between 6 a.m. and 9 a.m., roughly one every half-hour. Service from Ossining to Haverstraw begins at 4:46 p.m. A total of nine Haverstraw-bound ferries leave from the Ossining dock each evening with a departure occurring roughly every 40 minutes until 9:39 p.m. Given the current service pattern, it is unlikely that many museum visitors will utilize this service to reach the proposed museum. However, the Harbor Square DEIS asserts that, “expanded weekend and recreational ferry service is anticipated in the future.” It should also be noted that service is subject to interruption due to ice, making this mode less reliable for visitors during the winter months.

Beginning in September 2007, New York Water Taxi will begin offering commuter ferry service between Haverstraw and Manhattan. While the schedule for the Haverstraw-Manhattan route has not been released, it will most likely be similar to New York Water Taxi’s planned schedule for its Yonkers-Manhattan route, which launched April 30, 2007. The company runs four morning ferries and four evening ferries between Yonkers and the World Financial Center and Pier 11 at Wall Street in Manhattan. While New York Water Taxi’s planned expansion to Haverstraw does not directly affect the ferry situation at Ossining, it could have future impacts, including the possible addition of the company’s service to the Ossining dock. It is not unusual for NY Waterway and New York Water Taxi to provide commuter service from the same ferry dock, given that the companies have different destination points. For example, both ferry operators provide service from Jersey City’s waterfront, with NY Waterway taking commuters to its Midtown ferry terminal, and New York Water Taxi to Lower Manhattan.

The Ossining ferry dock represents a valuable piece of transportation infrastructure that may receive tourism-based ferries in the warmer months, in addition to visitors from the primary/secondary tourist market in Rockland and Orange Counties. An expansion of the existing Ossining ferry dock is under consideration, and any improvement to this service could substantially enhance access to the waterfront as well as the Sing Sing Historic Prison Museum.

NY Waterway also provides service for Hudson Ferry-Go-Round, an annual summer program linking participating river towns in Westchester and Rockland Counties with continuous ferry service for coordinated special events. Launched in 2004 and sponsored by Ginsberg Development Companies (the developers of Harbor Square and other regional condominium projects), the event takes place over three weekends in June, August and September. In 2006, special events occurring in Ossining included an arts festival at the Market Square in the downtown area and a music festival on the waterfront.
NY Waterway Fare Information:

One-Way Fare
- Adult: $3
- Child 6-12: $2
- Senior: $2.75
- Child Under 6: FREE

Multi-trip Fares
- 10-Trip: $27
- Monthly: $100

Taxi

Independent taxicab companies service Ossining Station. A taxi stand and dispatch center are located in a parking lot east of the train tracks. Taxi service can be a particularly useful means of traveling from the Ossining waterfront to points in the Village for those reaching the proposed museum by transit. Some simple steps can be taken to improve existing service. A taxi stand like the one at the train station can be added in downtown Ossining. Also, there are currently two taxi companies licensed to operate in Ossining. They charge a flat rate of $4.25 for travel within the Village, which may be prohibitively expensive for those seeking only a ride from the waterfront to downtown. It may be beneficial to negotiate with the taxi operators for a fixed rate for shuttling passengers between these two critical nodes in the Village. Fare discounts for museum-goers would also enhance existing taxi service.

B. Parking

Parking Summary

As discussed in greater detail below, visitors to the proposed Sing Sing Historic Prison Museum would have ample choices for parking. A total of 755 parking spaces have been identified in the central business district area, and that number would increase by approximately 250 spaces upon construction of a planned Brandreth Street parking structure. In addition, the Harbor Square DEIS noted that 369 underutilized parking spaces in the vicinity of the Metro-North station are available for shared parking by Harbor Square users and the public. Finally, the contemplated site plan for the proposed museum envisions a total of 80 parking spaces on the museum site itself. In sum, the available parking in Ossining would appear to easily satisfy the peak daily demand of 128 to 171 spaces, while still giving museum visitors a range of choices in where to park their vehicles.

Parking Supply

The Village has a significant parking supply in the central business district. Table 5-1 represents a parking lot location and spot count provided by the Village.

In addition to the spaces in these municipal parking lots, metered street parking is available throughout downtown Ossining, totaling 207 parking spaces, according to the Village’s spot count. Main Street has...
parking on both sides. According to the Village of Ossining Main Street and Waterfront Plan (1995), this is all parallel parking, with the exception of the north side of Main Street between Route 9 and Brandreth Street, which consists of 45-degree angle parking. The majority of the rest of the central business district streets have on-street parallel parking. Also, a parking structure feasibility study conducted for the Village in 2003 identified another 189 parking spaces available in four private lots within the central business district. Therefore, the number of parking spaces potentially available in downtown Ossining totals approximately 755.

Parking is also available in the immediate vicinity of the Metro-North train station at the western edge of Ossining, along the Hudson River waterfront. According to the 2002 DEIS for the planned Harbor Square development, there are a total of 568 parking spaces available in the immediate area of that project site (located just east of the train station and therefore applicable to the Sing Sing Historic Prison Museum site). The vast majority of these spaces (527) are designated for commuter use. These spaces are tabulated in Table 5-2.

**Table 5-1**

**Downtown Parking Lot Location and Spot Count**

<table>
<thead>
<tr>
<th>Parking Lot</th>
<th>Location</th>
<th>Number of Spaces</th>
<th>Existing Regulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lot A-1</td>
<td>Municipal Building Lot</td>
<td>43</td>
<td>5 Two-Hour Spaces 38 Tag Spaces</td>
</tr>
<tr>
<td>Lot A-9</td>
<td>North Highland Avenue Lot</td>
<td>9</td>
<td>4 Two-Hour Spaces 5 Tag Spaces</td>
</tr>
<tr>
<td>Lot A-10</td>
<td>Croton Avenue Lot</td>
<td>17</td>
<td>2 Two-Hour Spaces 15 Tag Spaces</td>
</tr>
<tr>
<td>Lot A-12</td>
<td>Eastern Avenue Lot</td>
<td>10</td>
<td>10 Tag Spaces</td>
</tr>
<tr>
<td>Lot B-5</td>
<td>Village Center Lot</td>
<td>40</td>
<td>40 Spaces</td>
</tr>
<tr>
<td>Lot B-6</td>
<td>Market Square Lot</td>
<td>23</td>
<td>23 Tag Spaces</td>
</tr>
<tr>
<td>Lot B-7</td>
<td>Broadway Lot</td>
<td>47</td>
<td>10 Two-hour Spaces 37 Tag Spaces</td>
</tr>
<tr>
<td>Lot B-8</td>
<td>Brandreth Street Lot</td>
<td>61</td>
<td>29 Two-Hour Spaces 32 Tag Spaces</td>
</tr>
<tr>
<td>Lot C-3</td>
<td>Community Center Lot</td>
<td>40</td>
<td>4 Two-Hour Spaces 36 Tag Spaces</td>
</tr>
<tr>
<td>Lot D-2</td>
<td>State Street Lot</td>
<td>38</td>
<td>13 Two-Hour Spaces 26 Tag Spaces</td>
</tr>
<tr>
<td>Lot D-3</td>
<td>St. Pauls Place Lot</td>
<td>31</td>
<td>8 Two-Hour Spaces 23 Tag Spaces</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>359</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Village of Ossining, 2007*
The Village of Ossining owns all the parking areas except Lots 8 and 14, which are MTA lots. Village lots total 453 spaces, or approximately 80% of the parking supply near the Metro-North station. Excluding Lot 12, which is designated for use by visitors to Engel Park, Village lots require resident or commuter permits. The Village of Ossining owns all the parking areas except Lots 8 and 14, which are MTA lots. Village lots total 453 spaces, or approximately 80% of the parking supply near the Metro-North station. Excluding Lot 12, which is designated for use by visitors to Engel Park, Village lots require resident or commuter permits.7

While the MTA owns or leases Lots 8 and 14, the Village manages and enforces the permit program associated with these lots associated permit program. These two lots total 115 spaces, or approximately 20% of the parking near the station. MTA-metered spaces have a pay-in-advance system, with fees ranging from $3.50 for daily (16 hours) to $8 for 48-hour use. Weekend parking is allowed in all MTA spaces free of charge.8

In addition to the parking spaces identified above, the plan for the proposed Sing Sing Historic Prison Museum contemplates providing on-site parking for 80 vehicles.

### Table 5-2

**Spaces Available in Metro-North Train Station Area**

*Source: Divney Tung Schwalbe, LLP, in Harbor Square DEIS.*

*Note: Table is based on MTA counts as of June 9, 1999.*

<table>
<thead>
<tr>
<th>Lot Number</th>
<th>Number of Spaces</th>
<th>Controlling Entity</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lot 1</td>
<td>14</td>
<td>Village</td>
<td>Resident/Commuter</td>
</tr>
<tr>
<td>Lot 2</td>
<td>24</td>
<td>Village</td>
<td>Resident/Commuter</td>
</tr>
<tr>
<td>Lot 3</td>
<td>14</td>
<td>Village</td>
<td>Resident/Commuter</td>
</tr>
<tr>
<td>Lot 4</td>
<td>196</td>
<td>Village</td>
<td>Commuter</td>
</tr>
<tr>
<td>Lot 5</td>
<td>29</td>
<td>Village</td>
<td>Commuter</td>
</tr>
<tr>
<td>Lot 6</td>
<td>15</td>
<td>Village</td>
<td>Resident/Commuter</td>
</tr>
<tr>
<td>Lot 7</td>
<td>8</td>
<td>Village</td>
<td>Commuter</td>
</tr>
<tr>
<td>Lot 8</td>
<td>22</td>
<td>MTA</td>
<td>Commuter</td>
</tr>
<tr>
<td>Lot 9</td>
<td>6</td>
<td>Village</td>
<td>Commuter</td>
</tr>
<tr>
<td>Lot 10</td>
<td>29</td>
<td>Village</td>
<td>Commuter</td>
</tr>
<tr>
<td>Lot 11</td>
<td>21</td>
<td>Village</td>
<td>Commuter</td>
</tr>
<tr>
<td>Lot 12</td>
<td>15</td>
<td>Village</td>
<td>Park Visitors</td>
</tr>
<tr>
<td>Lot 13</td>
<td>50</td>
<td>Village</td>
<td>Commuter</td>
</tr>
<tr>
<td>Lot 14</td>
<td>93</td>
<td>MTA</td>
<td>Commuter</td>
</tr>
<tr>
<td>Lot 15</td>
<td>32</td>
<td>Village</td>
<td>Commuter</td>
</tr>
<tr>
<td>Total</td>
<td>568</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Engel Park on the Ossining waterfront

*Photos: Westchester County*
Parking Demand

The updated marketing study for the proposed museum estimated a range of parking demand generated by the facility during peak periods. Based on the estimated peak in-house visitor population of 407 to 543 visitors during the peak-period attendance from August to September, an assumption of 2.5 passengers per car, 90% auto usage and 5% turnover, a range of 154 to 205 parking spaces is estimated to be required during the design day periods. This estimate excludes anticipated staff parking.

However, the 90% auto usage estimated by the marketing study is extremely high, given the proposed museum’s accessibility to Metro-North and other transit services. In addition, this assumption was based on a visitor area that excluded major segments of the New York City metropolitan area, such as Brooklyn and Queens, as described earlier in this report. Visitors from these areas are especially likely to use mass transit. In fact, data from the Metropolitan Transportation Authority show that ridership on New York City’s subways – the means Brooklyn and Queens residents would use to reach Grand Central Station, and from there, Metro-North – has steadily increased in the past three years for which data are available. Annual subway ridership has risen from 1.38 billion in 2003 to 1.45 billion in 2005, a nearly 5% increase. During the same period, Metro-North annual ridership grew from approximately 72 million to 74.5 million, or more than 3%. It should also be noted that access to Metro-North’s train service for many Queens and Long Island residents will increase significantly upon the expected 2013 completion of the agency’s East Side Access project, which will connect the Long Island Rail Road’s (LIRR) Main and Port Washington lines in Queens to a new LIRR terminal under Grand Central Terminal in Manhattan.

In addition, the 2005 Hudson Valley Region Top-Line Visitor Profile estimated that 75% of visitors to the Hudson Valley traveled by auto in 2004-2005, down from 82% in 2002-2003. Based on this trend of lower auto use for Hudson Valley tourists – which is likely to be even more pronounced for the Sing Sing Historic Prison Museum, given its proximity to transit options – an auto usage rate of 75% would appear to be more appropriate.

Using that basis, the estimated peak in-house visitor population of 407 to 543 visitors during the peak-period attendance, an assumption of 2.5 passengers per car and a 5% turnover, a range of 128 to 171 parking spaces is estimated to be needed during the design day periods. A more conservative auto usage rate of 83% (the approximate midpoint of the 75% to 90% auto usage range) would result in a range of 142 to 189 parking spaces needed.
Regardless of the specific number of estimated required parking spaces, significant planning for the museum’s parking needs will need to be undertaken, potentially involving an off-site parking facility and/or use of parking lots in the central business district.

The proposed museum’s parking supply is also subject to the Village of Ossining’s zoning requirements. The proposed Sing Sing Historic Prison Museum site is located within the WD-1 (Waterfront Development) zoning district. The purpose of this district, according to the zoning ordinance, is “to permit a variety of intensive riverfront-related land uses in the Village of Ossining, and to encourage a mix of such uses while further encouraging public access and use of the riverfront area.”

Article IV of the Village’s zoning code outlines parking requirements for the WD zones as follows:

- “Retail and professional/personal service establishment: One space for each 250 square feet of floor area.
- Uses not listed and mixed uses: As determined by the Planning Board to be needed to prevent frequent parking on the street by persons visiting or connected with such use.”

The Village zoning ordinance does not permit “as-of-right” uses within the WD-1 zone; rather, permitted “conditional” uses subject to Planning Board approval include restaurants, parks, recreational facilities, marinas and related uses, small residential uses (two bedrooms or fewer) within existing buildings, commercial boat excursion facilities and marine education facilities. Other uses in the WD-1 zone subject to special permit include retail, services, offices and related uses, private clubs/lodges, newly constructed dwellings with units of two bedrooms or fewer, lodging and conference centers.

Because the proposed Sing Sing Historic Prison Museum is not a listed use in the WD-1 zone, the number of parking spaces provided by the museum, and their arrangement, would need to be approved by the Village of Ossining Planning Board. Such approval would hinge on the extent to which the parking supply minimizes street parking by museum users. This requirement would suggest that the Sing Sing Historic Prison Museum would need to provide sufficient off-street parking for its visitors and staff, either in the immediate vicinity of the project site or within the central business district, to accommodate visitors and staff.

**Provision of Parking in Project Vicinity**

The Harbor Square DEIS included a parking utilization study to
evaluate actual parking usage and availability in that project’s vicinity. Because the proposed Sing Sing Historic Prison Museum is in the immediate vicinity of the Harbor Square site, this study is relevant to parking at the proposed museum.

The study was conducted together with the DEIS traffic study counts on a Saturday in June 1999 between 8 a.m. and 3:30 p.m., and on the following Wednesday from 7 a.m. to 8 p.m. Parked cars within each of the 15 parking areas identified in Table 5-2 were counted every half-hour during these time periods. The results are summarized as follows:

**Weekday**

The overall peak weekday usage occurred between the hours of 8:30 a.m. and 5 p.m., where more than 85% of the spaces available to commuters were occupied. Commuter spaces began becoming available after 5 p.m., with a significant increase in availability through 8 p.m.

**Saturday**

Usage of all 15 parking areas during the Saturday study period was less than 20% throughout the day. The study indicated that overall usage was at its highest level (15% to 17%) between noon and 3:30 p.m. Throughout the Saturday study period, more than 80% of the parking spaces were unoccupied, despite posted signs allowing the general public to park free of charge in the permit lots on the weekends. Although the study was conducted in 1999, a site visit on a Saturday in early January 2007 confirmed significant underutilization of the parking lots.

Based on the results of the parking utilization study, the Harbor Square DEIS proposed an extensive parking program, including a shared parking program making use of 369 commuter spaces that are underutilized during off-peak weekday hours and on weekends. This shared parking would be in addition to the on-site parking provided for Harbor Square residents; therefore, the shared parking would target visitors and users of the project’s amenities (park/promenade, retail and restaurant). These residential visitors and Harbor Square users are expected to generate a peak parking demand of approximately 167 spaces, according to the Harbor Square DEIS.

The DEIS identified parking spaces potentially used for shared parking as follows:

- 115 MTA meter/permit spaces along Westerly Road (Lots 8 and 14).
- 14 Village spaces along Westerly Road (Lots 7 and 9).
- 240 Village spaces east of the railroad tracks (Lots 4, 5 and 6).
These 369 spaces identified by the Harbor Square DEIS for shared parking would be available to the public on weekdays from 6 p.m. to midnight as commuters vacate the spaces and on weekends from 8 a.m. to midnight. This parking program is expected to provide enough spaces for residents (including those with second cars), as well as sufficient off-site daytime public spaces, with no significant expected impact to commuters.\textsuperscript{14}

The shared parking aspect of the Harbor Square DEIS could prove applicable to the proposed Sing Sing Historic Prison Museum, because the peak car-based museum visitation will likely occur on the weekends, when commuter spaces are underused. While a detailed parking analysis should be conducted, the 369 commuter spaces proposed to be shared during non-peak weekday periods and weekends would appear to be more than sufficient for the maximum of 372 parking spaces demanded by both Harbor Square visitors and users (167 total spaces demanded) and car-based museum visitors (128 to 171 spaces demanded).

**Provision of Parking in the Central Business District**

While the shared parking program proposed in the Harbor Square DEIS is likely sufficient for museum visitors and staff using personal vehicles, visitors arriving by bus (either school bus or tour bus) could pose a different set of parking needs and opportunities.

School buses would primarily be visiting the Sing Sing Historic Prison Museum on weekdays during school hours (approximately 8 a.m. to 3 p.m.), when the spaces identified for the Harbor Square shared parking program would be occupied by commuters. Thus, parking for these buses would need to be provided elsewhere, in an area that could provide sufficient turning movement.

Based on the experience of Kykuit, the Rockefeller Estate museum in Sleepy Hollow, and assumptions in the Sing Sing Historic Prison Museum marketing study, the tour bus season occurs primarily in the spring and fall (shoulder seasons). While the bulk of tour bus activity at the proposed museum will likely occur on weekends, some weekday activity will occur, leading to potential competition for parking with commuters and school buses. It would be in the Village’s best interest to have tour buses park closer to the central business district to maximize the economic benefit opportunities of tour groups’ patronage at downtown shops and restaurants.

The *Parking Structure Feasibility Study* conducted for the Village in 2003 analyzed the potential for building a parking structure in the central business district. After reviewing the Village’s existing parking
supply, parking demand and conducting a build-out analysis, the study concluded that the current municipal parking lot on Brandreth Street was the most appropriate location for a parking structure, for the following reasons:

- The parcel is centrally located in the downtown area.
- The site is situated behind Main Street, minimizing potential disruption of the streetscape.
- The existing at-grade lot is built on multiple levels, providing the opportunity to set a parking structure into the slope and reduce construction costs.
- The size and shape of the parcel affords the chance to maximize vehicle capacity.
- The site is next to the Old Croton Aqueduct trail, allowing links to the pedestrian circulation system.
- The parcel has two-way ingress and egress.
- The Village already owns the site.15

Based on the results of this study, likely parking demand of the proposed Sing Sing Historic Prison Museum and the potential economic development benefits of a parking structure within Ossining’s central business district, the Village is planning to construct a parking structure on Brandreth Street containing approximately 250 spaces. Museum visitors would then be able to reach the museum site either by walking or taking a jitney service. Although the satellite parking lot would require visitors to sacrifice some measure of convenience, it would also expose them to other attractions within Ossining and could generate greater visitor spending at local businesses.

The experience of Kykuit demonstrates that such a multi-step trip process to reach the proposed museum would be acceptable to visitors. At Kykuit, car and tour bus visitors park at the visitor center at Philipsburg Manor, then take a short shuttle bus ride to the actual estate. According to Thom Thacker, the site director of Philipsburg Manor, the Kykuit shuttle has a 24-rider capacity. The shuttles run only when there is a tour scheduled; depending on the day, the site has one or two shuttles operating.16 Dia:Beacon also uses a shuttle bus service that operates between the museum on the Hudson River and the City of Beacon’s upland downtown area, and Eastern State Penitentiary employs a satellite parking lot and shuttle bus for its annual Halloween event, as discussed more fully below.

The Westchester County Department of Planning has conducted a preliminary analysis of operational and cost implications of a jitney service. Plans are for the jitney to run from 9 a.m. to 6 p.m. on weekdays and 10 a.m. to 4 p.m. on weekends, with a route going from the north entrance of the proposed Sing Sing Historic Prison Museum to the corner
of Route 9 (Highland Avenue) and Main Street. Based on these plans, the Planning Department has estimated that the jitney service would have an annual weekday cost of $198,750 and a weekend cost of $54,600, resulting in a total annual operating cost of $253,350.\textsuperscript{17} This total is in addition to the estimated $110,485 capital cost for the vehicle itself.\textsuperscript{18} As this analysis is preliminary, more planning will need to be done to determine the feasibility and fare for the service. Still, a jitney service provides an additional opportunity to encourage museum patrons to visit the Ossining central business district, and the jitney can be made a part of the Sing Sing Historic Prison Museum experience. For example, Eastern State Penitentiary in Philadelphia, during its annual Halloween event, provides a trolley service that includes a storyteller who entertains riders with ghost tales.\textsuperscript{19} Similarly, the Sing Sing Historic Prison Museum visitor experience could begin at the Double Arch Bridge adjacent to the planned Brandreth Street lot and continue on the jitney route to the museum itself, with an on-board program appropriate to the overall context of the museum.

**Parking Models of Comparable Institutions**

In considering the appropriate provision of access for the proposed museum, it is useful to explore the experiences of comparable attractions:

**Dia:Beacon**

According to a Dia:Beacon representative, the majority of museum visitors arrive via the Metro-North station, which is a five-minute walk from the facility and, like the museum, on the Hudson River waterfront. However, Dia:Beacon does have a main parking lot at the front of the museum with approximately 80 spaces. In addition, a parking area along the side of the building has spaces for about 20 to 30 vehicles. Although this lot is primarily used by museum employees, it can be given over to visitors if additional capacity is needed. Finally, the Metro-North commuter parking lot is available for free on weekends, and museum staff will direct visitors there on extremely busy days. Bus parking is provided in a smaller parking lot in the rear of the Dia:Beacon facility, with space for approximately four buses.\textsuperscript{20}

**Kykuit**

As discussed above, all visitors to Kykuit park at Philipsburg Manor and take a shuttle bus to the estate. There are an estimated 150 parking spaces available, between the visitor center lot at Philipsburg Manor and an overflow lot a short distance away, according to Mr. Thacker, the Philipsburg Manor site director. There are dedicated spaces for four buses in the visitor center lot, but more can be accommodated in other spaces if necessary. McKelden Smith, Kykuit’s director of marketing, noted that buses represent adult groups only; the
museum does not have school visits. Thacker said that parking capacity is adequate, except for “blockbuster special events (of which there is one),” when Kykuit uses an adjoining parking lot owned by General Motors.\textsuperscript{21}

\textit{Lyndhurst}

This 67-acre historic estate provides visitor parking for about 30 vehicles in unpaved areas near the visitor center, with an additional 40-space lot located in a sheltered area so as not to intrude on the visitor experience. Buses (tour or school) drop off passengers in front of the mansion; they are then parked in the additional lot, which has sufficient turning space, and return to the mansion at a designated time for pick-up. Lyndhurst Assistant Director Cathryn Anders noted that the facility has trouble providing sufficient parking in snow, as the lots are unpaved and do not plow well.\textsuperscript{22}

\textit{Eastern State Penitentiary}

This prison museum in Philadelphia does not have its own parking lot, but directs visitors to the “ample” on-street parking surrounding the facility. While this parking is unmetered, some streets have a two- or three-hour limit. There is a public parking lot next door to the museum, which costs $4 for up to two hours and $5 for more than two hours. However, Executive Director Sally Elk notes that this lot is mostly sold out to neighborhood monthly rentals. Eastern State also encourages visitors to use the available public transportation to the facility. For the museum’s popular “Terror Behind the Walls” event in October, Eastern State offers a “Ghost Bus” trolley service between a satellite parking lot and the museum. The cost is $10 per car, which includes the on-board storyteller. Despite the overall success of this trolley service, the program has not relieved the stress of traffic or parking in Eastern State’s surrounding residential neighborhood, according to Elk. The museum has no designated bus parking on-site, nor does the adjacent public lot allow bus parking. In fact, the City of Philadelphia has prohibited all buses, motor coaches and tour buses from parking on city streets. The city’s parking authority has identified a bus center in downtown Philadelphia as the designated location for buses visiting the Benjamin Franklin Parkway attractions (which include Eastern State). The bus center has accommodations for bus drivers and charges a fee of $20 per bus that covers all-day parking with unlimited re-entry. Buses arriving at museums near the Benjamin Franklin Parkway must use one of five designated drop-off/pick-up zones. Given ongoing issues of parking and traffic, and the lack of access for school or tour buses, Eastern State is in the midst of a long-term planning project that will address these issues.\textsuperscript{23}
Playland

According to its master plan completed in August 2006, Playland has 2,084 parking spaces in its main lot, with overflow parking for up to 600 vehicles in an unpaved lot northeast of the amusement park area. Bus parking is provided in a separate area just south of the main parking lot. Generally, parking capacity is not a problem, except on busy holiday weekends. However, given that 85% of Playland visitors arrive by auto, the main parking and access issue is that the existing lot entrance cannot adequately process entering vehicles, causing lines. The master plan recommends reconfiguring the parking lot entrance, which would alleviate the congestion problem and also offer opportunities for future expansion of the parking lot capacity. The cost for car parking is $5 Tuesday through Friday, $7 Saturday and Sunday and $10 on holidays (Memorial Day, Independence Day and Labor Day). Senior citizens pay only $1. Bus parking is $15 Tuesday through Friday and $20 on Saturdays, Sundays and holidays. In addition, Playland is served by the Bee-Line bus system, and the park encourages visitors to use Metro-North through special discount packages and a shuttle service between the park and the Rye Metro-North station.24

C. Pedestrian Access

Existing Sidewalks and Points of Access

According to the 1995 Village of Ossining Main Street and Waterfront Plan, the two primary routes connecting the central business district to the waterfront are Main Street and Broadway, each of which extends from the river in a northeasterly direction. Broadway is one of two streets crossing over the Metro-North railroad tracks, and the other is Secor Road, which branches off of Main Street. Other access routes to the waterfront include Hunter Street, which also branches off of Main...
Street; Central Avenue, which runs parallel and to the north of Main Street; and Snowden Avenue, which travels northeasterly from the river to the north of Central Avenue. On the western side of the Metro-North railroad tracks is Westerly Road, the only north-south road paralleling the river located west of the tracks. This road is terminated at both ends by the Broadway and Secor Road bridges over the tracks.25

The Harbor Square DEIS states that there are sidewalks along all primary roadways in the immediate area of the project site (the area surrounding the train station), including Main Street, Secor Road and its extension ramp, Central Avenue, Water Street and Westerly Road north of the Secor road ramp.26 However, most of these roadways have sidewalks on only one side (see photo of Secor Road, to the left), due to the steep slopes and minimal setbacks of residential and non-residential buildings.27 Expansion of these sidewalks to both sides of the streets is unlikely, given that such improvements would either encroach on property owners or prove prohibitively expensive due to the topography. Indeed, topography is a significant barrier to pedestrian access and circulation, with the area between the waterfront and the central business district containing the steepest slopes in the Village. Starting at a distance of approximately 600 feet to 800 feet from the River, according to the Main Street and Waterfront Plan, the topography climbs from about 25-foot elevations to 150-foot elevations where the central business district begins. The plan also notes that this initial ascent from the waterfront to the downtown area is both a physical and psychological hurdle to surmount.28

With sidewalk expansion likely not feasible and topography representing a further obstacle, other ways to create linkages between the central business district and the waterfront, as discussed in the Main Street and Waterfront Plan and in Chapter 6 of this report, include using lighting, street furniture and similar elements to create a sense of place.

**Trailways**

**RiverWalk**

RiverWalk is planned to be a continuous trailway along the entire Hudson River shoreline in Westchester County, running 46.6 miles from the Town of Cortlandt border with Putnam County south to the City of Yonkers border with New York City. According to the Westchester County Department of Planning, RiverWalk was first proposed in 2000 as a way to increase public access to and along the river, with the idea of forming a functionally linked waterfront for pedestrians and bicyclists by creating, improving and connecting trails, esplanades and boardwalks. The County department of planning is coordinating planning and implementation. Most of the RiverWalk
route (approximately 73%) is over publicly accessible lands such as parks, other municipally owned lands and public road rights-of-way. At many locations, the RiverWalk route uses existing established trails, such as the Old Croton Aqueduct Trail (discussed in more detail below) and trail systems within public Parks.29

RiverWalk through the Village will connect many of the natural, cultural and historical sites of Ossining. The trailway begins at the Croton Point Park entrance and follows Croton Point Avenue eastward, across a bridge over the Metro-North rail yard. At the end of the bridge, RiverWalk connects with the “Crossining” bike/pedestrian path, a 10-foot-wide paved path that parallels the southbound side of Route 9. The trailway then crosses the Croton River outlet and continues south to connect to North Highland Avenue (Route 9) in Ossining. The next segment of RiverWalk would have a trail around the entire perimeter of the Dominican Sisters of Hope Mariandale property. The RiverWalk trail will then continue at the southern end of the Mariandale property and connect to the Crawbuckie Preserve, 40 acres of parkland located within the Village. The trail at the Mariandale property would also connect with the Old Croton Aqueduct Trail in the northern end of the property. The trail would then leave Crawbuckie and connect with Water Street or Snowden Avenue, in the waterfront area of the Village. Here the trail would link to a proposed promenade and half-acre waterfront park associated with the Harbor Square development (the exact route from Crawbuckie to Harbor Square has not been defined) and then to Louis Engel Park, where the RiverWalk route proceeds through the park using an existing paved promenade, and crosses back over the train tracks to Main Street. The route runs south along Hunter Street, and then uses the Sing Sing Correctional Facility perimeter access road that skirts the eastern edge of the prison. At State Street, the route continues south along Lafayette and Spring Streets, to Liberty Street and Sparta Park.30

This last segment of RiverWalk creates significant opportunities for the proposed Sing Sing Historic Prison Museum, as well as some challenges. The museum’s proximity to the trail would grant key access to and from areas accessible by bicycles and pedestrians, creating an opportunity to tap into a potential visitor market. However, the location of the existing prison facility and the Ossining wastewater treatment plan constrain the RiverWalk route; the current route runs south along the riverfront but essentially stops and loops eastward to avoid these two land uses, before running south again. The Westchester County Department of Planning has identified a potential alternate route directly on the waterfront, south of Engel Park through the wastewater treatment plant, Sing Sing Correctional Facility and Metro-North lands to Sparta Park. This route would provide more uninterrupted access
along the Ossining riverfront and link the Sing Sing Historic Prison Museum (which is just southeast of Engel Park) with RiverWalk. However, this alternate route would require construction of a new bridge to cross over the Metro-North lands from the Sparta Park waterfront to Liberty Street, as well as an agreement with Sing Sing to use its waterfront property.31

Even without the preferred alternate route for RiverWalk, opportunities exist to promote pedestrian and bicycle access in the Ossining waterfront area through directional signage, unified streetscaping and other visual improvements. Figure 5-1 shows the entire length of the planned RiverWalk trail.

Croton Aqueduct Trail
This trail is a New York State park, formed in 1968 with the state’s purchase of 26.2 miles of the original 41-mile aqueduct from New York City, according to the New York State Office of Parks, Recreation and Historic Preservation. The aqueduct, which is also listed on the National Register of Historic Places, was constructed beginning in 1837 to provide a fresh water supply to New York City to combat the persistent increase of disease and to fight the many fires that often destroyed large residential and commercial areas of the city. Some 3,000 to 4,000 workers, mostly immigrants, were part of the $13 million effort, which culminated in 1842 with the formal opening of the aqueduct and the flow of water into reservoirs located at the current locations of the New York Public Library and Central Park’s Great Lawn. Old Croton Aqueduct State Historic Park runs from Van Cortlandt Park at the Bronx County/City of Yonkers border to the Croton Dam in Cortlandt. Although the trail is mainly used for walking

RiverWalk in Ossining.
Source: Westchester County
**Figure 5-1 Planned RiverWalk Route**

and running, parts of it can also accommodate horseback riding, biking, bird watching, snowshoeing and cross country skiing. The website for Historic River Towns of Westchester notes that Ossining is the only place where visitors may actually enter the aqueduct, through the Weir Chamber (used to spill off wastewater during floods); tours are arranged occasionally. Access to the aqueduct is available off Main Street, at Nelson and Gerlach parks, and via a small parking area just southwest of the Dominican Sisters of Hope on North Highland Avenue.

Although the proposed Sing Sing Historic Prison Museum is located west of the Old Croton Aqueduct Trail, and access between the museum and the Trail would be constrained by the steep topography, an opportunity nonetheless remains for the museum to promote this link. Such connections could be fostered with effective cross-marketing. Trail maps published by the Westchester County Office of Tourism list a number of attractions easily accessible from the Trail, including Washington Irving’s Sunnyside and Lyndhurst, both in Tarrytown, and Philipsburg Manor in Sleepy Hollow. Inclusion in this list of attractions could raise the profile of the Sing Sing Historic Prison Museum and attract visitors.

D. Promoting Access: Potential Partnerships with Transit Agencies

Marketing efforts linking transit riders to area attractions:

Metro-North

Among the various marketing programs that Metro-North employs to attract riders is the “One-Day Getaways” program. Geared toward New York City residents who are seeking a short-term, easy-to-reach destinations, the plan offers discount packages to a number of attractions in Westchester, Putnam and Dutchess Counties, as well as Connecticut. These include the City of Beacon and Dia:Beacon in Dutchess County, the Hudson River Museum in Yonkers and the Historic Village of Cold Spring in Putnam County. The “One-Day Getaways” package generally includes discount round-trip rail fare and discount admission to the attraction, if applicable. In addition, the Metro-North website provides travel directions, information about the relevant facilities and the opportunity to purchase rail tickets online for greater discount.

Given the close proximity of the proposed Sing Sing Historic Prison Museum to the Ossining Metro-North station, the “One-Day Getaways” program would be an ideal way to attract visitors from outside the immediate vicinity of the Village, and could capture the lucrative New York City visitor market.
According to Wendy Johnston of Metro-North’s Business Development and Facilities division, the main criteria that the agency uses in evaluating marketing partnerships is the distance of the attraction from the station. In addition, Metro-North would need to see that the attraction has positive ridership and revenue potential. The agency has a “boilerplate” contract for a marketing partnership with an attraction, with the primary aspect being a discount on the standard admission price. In the vast majority of cases, Metro-North sells the package (train ride and admission) and remits the admission funds to the promoter based on sales figures. In a few cases, the promoter buys the train tickets up front from Metro-North. There are no costs involved in creating the partnership. However, the agency does not pay for any connecting bus service; such service would need to be provided by the attraction. Similarly, any arrangements with other transit providers would need to be undertaken separately by the promoter. Johnston noted that the main benefits of the marketing programs are increased revenue and “good public relations” for both Metro-North and the promoters.  

The experience of Kykuit, provides insight into the marketing opportunities with Metro-North. Although Kykuit is not located near a Metro-North train station (the closest station is in Tarrytown, south of the attraction, and visitors are instructed to take a taxi from the station to the visitor center) the facility participates in the “One-Day Getaways” program, and a Kykuit representative indicated that this program is a successful part of its marketing program. In fact, Kykuit has advertised on Metro-North trains; although leisure weekend train travelers are not its target market, Westchester County residents who commute during the week do represent the target. Given that the proposed Sing Sing Historic Prison Museum is significantly more convenient to a Metro-North station, the “One-Day Getaway” program and promotional advertising would certainly be beneficial. Similarly, Playland offers a Metro-North package from mid-May through late September that includes round-trip fare from Grand Central Terminal, 125th Street or Fordham Road Stations; round-trip shuttle service from the Rye Station to Playland; and coupons for the amusement park and the beach/pool. The package costs $30 from Grand Central or 125th Street, and $25 from Fordham Road, with children’s and senior’s discounts. In addition, the Playland master plan recommended strategies for increasing transit use to the park, including additional coordinated marketing efforts with Metro-North.

NY Waterway

NY Waterway does not offer a location-driven marketing program comparable to Metro-North’s “One-Day Getaway” program,
but the ferry operator does have special promotions that are more event-driven. For example, the company’s “Yankee Clipper” program offers a boat cruise to home games at Yankee Stadium, while its “Broadway Bound” dinner and show packages include parking at the Weehawken ferry terminal, dinner at nearby Arthur’s Landing, transportation from the ferry to Manhattan’s Theater District and one ticket to the show of choice.39

As discussed above, NY Waterway currently operates a commuter-focused ferry route between Haverstraw and Ossining, operating only during peak hours. However, the opening of the Sing Sing Historic Prison Museum could prompt the ferry operator to expand its access to Ossining beyond the commuter market, to serve the needs of museum visitors. While NY Waterway’s promotional programs deal less with specific locations and more with special events, the location of the museum so close to the Ossining ferry terminal could prove the exception to this rule, potentially resulting in a special museum ferry route similar to Circle Line’s Statue of Liberty route or Hudson River boat tours. In addition, these more event-focused NY Waterways promotions, as opposed to the location-driven Metro-North programs, could tap into opportunities to attract visitors based on special events at the museum. Based on the particular museum programming, such a focus on one-time or temporary events could attract a different group of visitors than the museum might attract on a day-to-day basis. Special ferry promotions for the Sing Sing Historic Prison Museum could also reach a broader tourist market, including residents of Rockland County and, to a lesser extent, northern New Jersey.

Efforts to discuss ridership and potential marketing opportunities with NY Waterway have been unsuccessful in the course of this report. However, given the proximity of the ferry service to the proposed museum, this agency should be involved in future marketing plans for the Sing Sing Historic Prison Museum.

**Bee-Line Bus Service**

Although as a commuter-driven transit system the Bee-Line bus system does not have defined marketing programs similar to Metro-North and NY Waterway, opportunities nonetheless exist for promotional efforts with the proposed Sing Sing Historic Prison Museum.40 At the very least, the museum could explore advertising on buses and in bus stations, as a means to target Westchester County commuters. Such an advertising program could effectively target more in-county commuters, as opposed to the regional commuters who may use Metro-North or NY Waterway services. As with NY Waterway, Bee-Line will need to be involved in future discussions on the museum’s marketing plans.
Other Transit Operators

In addition to the operators mentioned above, there are other transit services that do not presently operate in the Village, but that could provide promotional and marketing opportunities:

New York Water Taxi

Although this ferry operator – which accommodates approximately 1 million riders on a fleet of nine vessels – does not currently serve Ossining, it has recently begun expanding its operations up the Hudson River. Service between Yonkers and Manhattan launched in April 2007, and additional service between Haverstraw and Manhattan is expected to begin in September 2007. According to New York Water Taxi President and Chief Executive Tom Fox, the primary criteria the agency looks at when considering expansion of service are the potential ridership and ease of service. The company conducts ridership and trip origin/destination studies in exploring expansion options, and also evaluates the demographics of potential service areas. Fox noted that the Hudson River provides a greater ease of service than other areas such as New York Harbor and the East River, because of the depth and width of the channel. In terms of infrastructure required to start service, he said New York Water Taxi needs only the ferry docks, which can be owned by the company, the municipality or an attraction site itself. This last point is key, because Ossining already has ferry infrastructure in place, and is in fact planning to expand it. Additional ferry service for New York Water Taxi could therefore be accommodated. As discussed earlier, it is not unusual for both that ferry operator and NY Waterway to provide service from the same dock.

In terms of marketing possibilities with New York Water Taxi, the company engages in a wide range of promotional programs that could create opportunities for the Sing Sing Historic Prison Museum. The “Hop-on/Hop-off” program provides users a two-day pass that allows them to visit 11 top sightseeing locations in New York City, with commentary by a local tour guide. New York Water Taxi also offers several harbor tours. The “Gateway to America” tour, co-sponsored with the National Park Service, includes the Statue of Liberty, Ellis Island and the Verrazano and Brooklyn Bridges. The “Audubon EcoCruises” program, offered during the winter, allows visitors to see the seals and winter birds of New York Harbor. Finally, the “Jewish History” tour includes New York Harbor sights that are particularly relevant to the area’s Jewish history. New York Water Taxi also runs the “Mets Express,” a tailgating-themed ferry service to Mets baseball games. In addition to these major ongoing promotional programs, the company has created partnerships to serve specific sites and events, including the “Bodies” exhibit at the South Street Seaport in Lower Manhattan and the Fairway and Ikea retail locations in Red
In sum, an array of marketing opportunities exist for New York Water Taxi, and this ferry operator should be involved in marketing discussions with the Sing Sing Historic Prison Museum, regardless of whether it currently provides regular commuter service at Ossining.

**Circle Line**

Although efforts to discuss potential promotional partnerships with Circle Line have not been successful, this agency nonetheless provides significant marketing opportunities for the proposed museum. In addition to its many cruise packages in and around New York City, Circle Line offers fall-themed cruises to Bear Mountain. The cruises include a picnic lunch and Octoberfest activities. Because the company already conducts cruises on the Hudson River that pass Ossining, an opportunity exists to extend Circle Line’s sightseeing network to include the Sing Sing Historic Prison Museum.

**Metropolitan Waterfront Alliance (MWA)**

This organization, part of the Municipal Art Society (MAS) in New York, created the “Blue Links for the Waterfront” program in an effort to revitalize the waterfront of the New York and New Jersey metropolitan region. As part of this program, MWA has, in years past, conducted a “Blue Links Tour” on the Hudson River from Upper New York Bay to the federal dam at Troy. The trip, which occurs on the retired New York City fireboat *John J. Harvey*, serves two main purposes. First, it identifies ways and places to increase the number of waterfront access points along the river, and second, it promotes river-based tourism and economic development strategies for Hudson River municipalities. The “Blue Links Tour” is not a regular annual event; the most recent tour occurred in 2005, and the MWA is trying to organize a tour for 2009. The Sing Sing Historic Prison Museum could partner with the program in the future, and could become a stop along the way. In fact, coordination between the Village of Ossining or Westchester County and the MWA could ensure the project’s long-term viability.

**E. Potential Museum impacts on Metro-North and NY Waterway ridership**

**Metro-North**

A preliminary analysis of the potential impact of the proposed museum on ridership at the nearby Metro-North station can be undertaken using several assumed factors. The marketing study for the Sing Sing Historic Prison Museum estimated annual mid-range attendance of 152,000 people. The study also estimated attendance for the peak period (August to September), with peak day attendance (most
The marketing study also estimated a 90% auto usage rate during the peak periods. As discussed above, an auto usage rate of 75% is more appropriate, given the excellent transit connections and recent trends in Westchester County tourism. Aside from auto usage, Metro-North train would be the most likely travel method of visiting the Sing Sing Historic Prison Museum during the peak periods (bus usage would increase during the shoulder seasons due to school and tour groups). A reasonable estimate of Metro-North usage to visit the museum during peak periods might therefore range from 20% to 25%, assuming that non-auto visitors are predominantly train users rather than bus, pedestrian or bicycle users. Based on the 1,358 estimated peak-day (Saturday) attendance from the marketing study, this would translate into approximately 272 to 340 museum visitors using Metro-North. This range represents passengers getting off and on at the Ossining Station. Using the more conservative 83% auto usage rate, the projected Metro-North usage could range between 12% and 17%. This would change the range of visitors to between approximately 163 and 231.

According to Wendy Johnston of Metro-North’s Business Development and Facilities division, the Ossining Station had an average of 693 Saturday inbound trips (from New York City) in 2006, and an average of 867 outbound trips (to New York City). Therefore, the estimated high-range visitor ridership of 272 to 340 people would translate into an increase of approximately 39% to 49% for Saturday inbound ridership, and approximately 31% to 39% for Saturday outbound ridership. The estimated low-range visitor ridership of 163 to 231 people would translate into an increase of approximately 24% to 33% for Saturday inbound ridership, and approximately 19% to 27% for Saturday outbound ridership. These calculations are summarized in Table 5-3.

In contrast, assuming 2.5 passengers per vehicle and 75% auto usage, the 1,358 estimated peak-day attendance could be expected to yield approximately 408 vehicle trips from museum visitors. These calculations represent a “back of the envelope” analysis based on a number of assumptions – the most significant of which are the projected museum visitation and auto usage – and a more detailed ridership impact analysis may be appropriate for later planning stages of the Sing Sing Historic Prison Museum. However, the projected increases in Metro-North ridership at the Ossining Station would be roughly comparable to the 30% ridership increase experienced at the Beacon station since the opening of Dia:Beacon. In addition, the proposed museum can employ a range of travel demand management tactics to foster greater visitor transit use and discourage the use of personal vehicles.
automobiles to reach the facility. Such strategies may not only result in increased ridership, but could also generate fewer vehicle trips and result in fewer required parking spaces. Traffic demand strategies are discussed in greater detail below.

**Access, Parking & Transportation**

NY Waterway

The NY Waterway ferry service to Beacon is similar to the service in Ossining: commuter-focused service is provided between Newburgh and Beacon during peak hours, with no weekend service. Given that this ferry schedule does not correspond with the likely peak visitor periods of Dia:Beacon, ridership impacts from the museum’s opening would be expected to be minimal. Unless NY Waterway expanded its service to Ossining (as is contemplated) or developed a special promotional route to the museum, similar to its event-focused programs discussed above, the Sing Sing Historic Prison Museum would likely have a negligible effect on ferry ridership.

Case Study: Dia:Beacon

The Economic Impacts and Base Analysis chapter of this report detailed the general success and positive local economic impacts that the Dia:Beacon contemporary art museum in Dutchess County has had since opening in mid-2003. This section will briefly discuss the positive impacts the art museum has had on transit ridership.

Like the proposed Sing Sing Historic Prison Museum, Dia:Beacon is located on the Hudson River, in close proximity to the Metro-North train station. As such, Dia:Beacon lends itself to comparison with the planned prison museum, and any positive impacts on transit ridership generated by Dia:Beacon could be assumed to occur with the Sing Sing Historic Prison Museum as well.

The Travel Arts Partnership, in its March/April 2005 newsletter, profiled Dia:Beacon, and noted that, according to Metro-North, ridership at the Beacon train station increased by an estimated 30% since the

### Table 5-3

**Potential Museum Impacts on Metro-North Ridership**

<table>
<thead>
<tr>
<th></th>
<th>Low-End Auto Usage (75%)</th>
<th>High-End Auto Usage (83%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Metro-North usage</td>
<td>20% - 25%</td>
<td>12% - 17%</td>
</tr>
<tr>
<td>Expected Metro-North users</td>
<td>272 - 340</td>
<td>163 - 231</td>
</tr>
<tr>
<td>Expected ridership growth:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>From 2006 Saturday inbound (693 riders)</td>
<td>39% - 49%</td>
<td>24% - 33%</td>
</tr>
<tr>
<td>From 2006 Saturday outbound (867 riders)</td>
<td>31% - 39%</td>
<td>19% - 27%</td>
</tr>
</tbody>
</table>
opening of the museum. Although the ridership increase at the Beacon train station could reflect a number of factors, the opening of Dia:Beacon and its significantly higher-than-expected first-year attendance clearly played a role.

Any specific analysis of the ferry ridership impacts of Dia:Beacon’s opening is not possible, given that the NY Waterway Newburgh-Beacon route was launched in late 2005, more than a year after Dia:Beacon opened. However, it is highly likely that Dia:Beacon’s opening played some role in the launch of the NY Waterway service.

F. Travel Demand Management

While a new tourist attraction is often a boon to a community, there is frequently a level of concern over its potential impacts on an area. One persistent area of community concern over new development is the amount of traffic it will generate. Fortunately, the proposed Sing Sing Historic Prison Museum will be able to employ a number of targeted strategies to ensure that traffic is minimized. In fact, because the proposed museum is accessible by a wide array of public and non-motorized transit alternatives, the museum has an exceptional prospect of minimizing personal automobile trips. The following discussion sets forth some targeted strategies- collectively referred to as Travel Demand Management (TDM) - that have proven useful in minimizing vehicle trips for various businesses and tourist attractions.

Travel Demand Management, “refers to various strategies that change travel behavior (how, when and where people travel) in order to increase transport system efficiency and achieve specific planning objectives.” While originally targeted at reducing personal vehicle work trips during congested peak hours, TDM strategies have also been employed to great effect by universities, shopping areas, and tourist attractions. By pursuing TDM strategies, the proposed Sing Sing Historic Prison Museum can minimize museum-related traffic on local roadways while encouraging use of its superb accessibility via public transportation. As an added benefit, these strategies can enhance air quality and present an image of the museum as a convenient, easy-to-reach attraction.

A fundamental objective of TDM is shifting trips from automobile to alternative modes. In many instances, this requires investments in transit infrastructure in order to provide viable alternatives to personal automobiles. The proposed Sing Sing Historic Prison Museum is already a transit-oriented attraction, accessible by commuter rail, public bus and ferry. In addition, sidewalks, walking trails and a taxi stand afford access to the Ossining waterfront. This array of accessibility options underscores a critical point: the most
expensive TDM strategy – namely providing alternative means of access – has already been implemented. Thus, strategies for managing demand can focus on encouraging use of the valuable transportation resources in place. Some targeted strategies for affecting travel choices by promoting existing resources include:

*Produce a “Multi-Modal Access Guide”*

A Multi-Modal Access Guide would provide details on how to access the proposed museum by the various transportation modes, with particular emphasis given to alternative modes such as Metro-North or the Bee-Line. Such a guide might include a map of the museum and its surrounding transit connections, information on fares and service frequency, the walking distance and estimated time to nearby attractions and downtown Ossining and phone numbers for local taxi services. If desired, the guide could omit information on driving routes and parking availability to discourage personal automobile trips. The guide could take various forms – from a small sheet of paper to a comprehensive brochure or information packet. Production costs could be avoided entirely by making the information available on the museum’s website.

*Provide Shuttle Service*

Offering shuttle service between downtown Ossining and the museum site on the waterfront would reduce traffic on the portion of Main Street connecting these two nodes, and would also curtail the number of vehicles circulating on the waterfront. In addition, this service would encourage visitors to park in downtown Ossining, increasing the likelihood that they would frequent local businesses.

*Form Promotional Partnerships with Transit Providers*

Section B above identifies promotional partnerships with transportation providers that can benefit the proposed Sing Sing Historic Prison Museum. In the context of TDM, the impacts of these partnerships are two-fold. First, they offer financial incentives for visitors to choose transit to reach the proposed museum, such as the discounts through Metro-North’s One-Day Getaway packages and Playland’s special Metro-North packages. Secondly, they help promote the various transportation options available for reaching the proposed museum. Marketing and outreach efforts are keys to educating visitors about the diverse access options afforded by the proposed museum. Promotional partnerships and Multi-Modal Guides are effective, low-cost strategies for marketing transit alternatives and impacting travel choices.

*Enhance Walkability*
“Walkability” refers to the security and comfort of the pedestrian environment in an area, which can be influenced by a variety of factors including sidewalk design, roadway characteristics and land uses. The quality of the pedestrian environment is a critical determinant in people’s willingness to make part of their journey to the museum on foot, and is thus an important factor in a discussion of travel choices. Providing pedestrian-friendly passage from the Village center to the waterfront encourages visitors to venture form the museum site to downtown while reducing vehicle trips between those two activity centers.

Walkability can be evaluated at a various scales. At the community scale, Ossining’s historic downtown and vibrant waterfront are in close enough proximity that moving between the two on foot is possible. At the street or neighborhood scale, Ossining has a pedestrian-friendly downtown, and there are sidewalks and crosswalks on the route linking it to the waterfront. Chapter 6 of this report details how the pedestrian environment can be optimized to encourage pedestrian activity between the waterfront and downtown. At the site scale, there is a ribbon of park space along the waterfront spanning between the Metro-North Station, ferry dock and bus stops and the site of the proposed museum. This is critical because it allows visitors to travel on foot from these points to the museum while avoiding conflicts with vehicles in the parking areas also located at the waterfront. On-site walkability is thus a factor in promoting these public transit options.

**Signage**

Wayfinding signage is a means of directing vehicular travel to the proposed museum along specified routes. If it is necessary to divert some vehicles to routes other than Main Street and Secor Road, signs on Route 9 can direct drivers to use different exits, and other strategically placed signage can guide traffic along local roads. Providing all the various alternative routes in a Multi-Modal Guide is another strategy for encouraging automobiles to travel a variety of routes to the proposed museum site.

3. Hudson Ferry-Go-Round www.ferrygoround.com
7. Ibid.
8. Ibid.
Access, Parking & Transportation

5.36 Sing Sing Historic Prison Museum
6. Linking the Central Business District and the Waterfront

The topography between the Ossining waterfront and the Village downtown area limits the ability to form direct connections. The Capstone team has identified a number of physical links in an attempt to ease the transition and link Sing Sing Historic Prison Museum to the central business district. In addition, community development-oriented and organizational links have been identified.

A. Physical Links

- Provide jitney or trolley service from the museum to the downtown area. This service could be subsidized by the Village and provided free of charge, or for a nominal fee, and run at a set schedule during the day. A potential model is a shuttle bus service that operates between Dia:Beacon and the City of Beacon’s downtown area for a minimal charge of $2 per rider.

- Improve directional and wayfinding signage leading to downtown area. Currently there is no signage near the train station that points visitors in the direction of the central business district. The hills and winding roads could be intimidating to first-time visitors, and signage is an opportunity to ease that confusion. This signage should flow in both directions between the waterfront and the central
Linking the Central Business District and the Waterfront

- Offer **free weekday parking** in downtown lots for Sing Sing museum visitors. (Note: This refers to lots other than the Metro-North train station. The availability of parking in these areas is further discussed in Chapter 5, Access, Parking and Transportation.) According to the Downtown Ossining Vision Plan (1998), “while there is almost no excess capacity in the most accessible lots (B5-6-7-8) along Main Street and behind the Crescent, there are up to 100 spaces in other less convenient lots which are never used (Lots D2-3-13-14, and portions of B8 behind the Crescent).” If these spaces are available on the average weekday, free parking could be offered to those with museum ticket stubs, resulting in people parking near the downtown and traveling down to the Sing Sing Historic Prison Museum. This would encourage visitors to stop in restaurants and shops along the way.

- Use **interpretive signage or public art** along heavily traveled pedestrian routes. Telling a story about the history of the Sing Sing Correctional Facility and other interesting facts about the Village, or installing local community art would make the trip more stimulating. Similar signage exists elsewhere in the Village along the Croton Aqueduct trail and would be an easy addition to connect the museum to the central business district.

- **Unify waterfront and central business district areas using street furniture.** While it is acknowledged that there is limited space, the installation of consistent lighting, benches and other street furniture along the waterfront and in the downtown area can provide a strong link. For example, the red lampposts found along the water can be extended up the hill into the downtown area to unite the downtown area with the waterfront, or the relatively new lampposts in the central business district could be extended down the connector streets and used along the riverfront. Since many of the connector streets have narrow sidewalks or sidewalks on only one side of the street, changes need to be made to improve pedestrian access. One possibility is the removal of some parking spots on portions of streets to increase the effective width of the sidewalk for street benches and resting areas. Inserting a bump-out structure to expand the sidewalk would provide the necessary space and traffic calming. Due to steep
elevations that range from 25 to 150 feet, these structures would allow pedestrians to take a break from the walk up to the central business district from the museum. It would also provide the space for the Village to display the interpretive signage previously mentioned. In addition, this walk up to the central business district provides breathtaking views of the Hudson River, which can be considered a tourist attraction in their own right. At a minimum, if widening the sidewalks is not a possibility, the Village should identify current locations with the widest sidewalks as places to add street furniture.

• **Promote continuity of retail and businesses** from waterfront to the central business district. There are currently a number of non-water-dependent businesses at waterfront locations that should be encouraged to move to other locations in the Village. These businesses do not necessarily need to occupy such valuable real estate to be successful. Adding shops and restaurants at these locations will lure visitors toward the central business district and give them something to do along the way. Some examples of non-water-dependent businesses are the Budget Mini Storage Center and Mirage Glass. These are businesses that visitors and tourists would never frequent and could be moved to other locations.

• **Establish locations for two information kiosks:** one near the Metro-North station at the waterfront, and one in the central business district. These kiosks should cater to both tourists and residents. Tourists should be able to access information about attractions and businesses in the area as well as ways to travel between the waterfront and central business district. However, since Ossining is also trying to attract residents, the kiosks should also seek to build a sense of community among existing residents by providing information about local events, community meetings and new businesses. The locations of the kiosks will ensure that visitors can access information on the Village and attractions whether traveling by train or car.

• **Explore addition of Criminology Research Center or Library** in Ossining central business district. An academic structure such as a research center or library appealed to some members in the Federal Delegation meeting in February 2007 and might have some impact to increase funding. This type of facility would validate the serious nature of the proposed museum. It would attract academics from around the region as a state-of-the art facility for researching the history of
criminology and the penal system. It should be an all-encompassing center, including information not only on the history of the Sing Sing Correctional Facility, but on prisons and the systems around the world. Partnerships could also be explored with known criminology institutions such as John Jay College of Criminal Justice. This facility could fit nicely into one of the open spaces in the central business district, drawing visitors up from the museum. It would be ideal for academics, but also for school groups. Looking into the future, it could provide a sound base for holding small conferences and events for criminology scholars.

B. Community Development Links

- Create a Village of Ossining **business directory and map.** Providing this online and in print to tourists and visitors from the Westchester County area will encourage local shopping. If people know what is in the Village and how to get there, they will be more likely to make the trip to the central business district. Copies should also be given to all area businesses, the Westchester County Tourism Office and other locations throughout the County.

- **Promote advertising and directories** at the Metro-North Station. The train station has a number of prime locations for a directory, map or advertisements for downtown businesses. These locations should be used to display information that might interest visitors.

- Provide **special promotional offers** to museum visitors at downtown area businesses. The museum should partner with local restaurants and shops to provide discounts with admission tickets. Philadelphia’s Eastern State Penitentiary Historic Site offers group lunch packages at a number of restaurants in the surrounding Fairmount neighborhood. For groups of 15 or more that visit the museum, there is a special discounted group price at certain restaurants.

- **Sponsor neighborhood events.** Sponsoring various events in the central business district and along the waterfront will build community character and attract visitors. Within the Village of Ossining itself, local events will bring residents — who might typically shop in surrounding communities such as Tarrytown — into the central business district. In addition, cultural activities and other events will bring in visitors from the region and allow them to experience Ossining. One
existing venue is a bandstand on the waterfront near the Sing Sing Correctional Facility. Hosting local arts and culture events there would bring people right into the museum’s backyard. The Village of Tarrytown holds a number of events that could be models for Ossining. In May 2007, Tarrytown is holding a celebration of art and culture of the River Towns in local Patriots Park. “Art in the Park” will feature performance stages with music and dance, art projects for children, local artists selling their work, storytellers and much more. The Village of Ossining has the perfect location along the waterfront for such an event. Tarrytown also holds an event called “Tarrytown Third Friday” produced by the Merchants of Tarrytown. This event, held on the evening of third Friday of each month, features merchant discounts, live music and performances, talks, special film screenings and restaurant deals. It is a successful event that draws visitors from all over the County to Tarrytown’s central business district.

- Sponsor cultural events at the Sing Sing Historic Prison Museum. The Capstone team acknowledges that the museum is a serious historical facility and is not interested in large-scale tourist events to bring in visitors. However, the team sees significant value in holding smaller-scale cultural and historical events at the museum. Eastern State Penitentiary in Philadelphia, Pennsylvania conducts a number of annual events. Some, such as the Halloween event “Terror Behind the Walls” would not be appropriate for the Sing Sing Historic Prison Museum. However, events such as seminars and talks on the history of the penal system would serve as positive and educational programming. The power plant has been identified as a potential location for future programming space. Eastern State Penitentiary also does a number of art installations at the prison that draw visitors of a different kind. The current exhibit by Linda Brenner, “Ghost Cats,” represents the colony of cats that took up residence in the prison grounds after it closed in 1971. The Sing Sing Historic Prison museum should explore such programming additions to bolster attendance without deviating from the goal of being a serious, respectful institution.

C. Organizational Links

There are several established community organizations within the Village and the surrounding region that are involved with Sing Sing Correctional Facility. Because these organizations already have roots connecting them to the community, they provide an opportunity to link
the proposed Sing Sing Historic Prison Museum to the community through mutually beneficial programming and special events.

- A number of churches in the Ossining area are involved with various prison ministry programs at Sing Sing. One of the most significant is Ossining Prison Ministry Inc., which aims to address the needs of families of Sing Sing inmates. The organization provides breakfast on weekends to visiting families and friends of prisoners, as well as supervised childcare for visiting children.\(^1\) The Sing Sing Historic Prison Museum could develop targeted programs for the organization’s audience, such as seminars to discuss coping strategies for families and friends of inmates. The museum could also consult with Ossining Prison Ministry and other area prison ministry programs on exhibits and events to ensure appropriateness in the context of an active prison. Such coordination could be an important way to generate community support and buy-in for the museum.

- Hudson Link for Higher Education in Prison was formed in 1998 in response to state and federal cuts to higher education programs in prisons. The nonprofit organization offers college degree classes at Sing Sing through partnerships with Nyack College and Mercy College. As of the fall of 2006, 78 men at Sing Sing have earned college degrees in the program.\(^2\) Another major educational program is the New York Theological Seminary’s Master of Professional Studies degree program, in which inmates meeting certain educational and other requirements undertake an intensive graduate degree program designed to provide coursework typically taken in the first two years of a Masters of Divinity degree. Graduates are assigned to one of the state prisons, where they continue as chaplain assistant, pre-release counselor, substance abuse counselor or similar positions.\(^3\) These well-known educational programs offer a number of opportunities for partnerships with the Sing Sing Historic Prison Museum, such as providing space for graduation ceremonies and exhibits on past graduates, which would highlight positive developments at Sing Sing as well as broaden the museum’s potential audience.

- Rehabilitation Through the Arts (RTA) is a privately funded program founded in 1996 in the wake of cuts to publicly funded higher education and enrichment programs for the New York State prison system. The organization, part of Prison Communities International Inc., seeks to “create a safe space in which to support the growth and transformation
of prisoners through the application of theater arts.” Inmates meet with RTA staff, volunteers and guest artists in workshops and classes that teach writing, reading, public speaking, improvisation, acting, directing and more. This work generates original plays, monologues and performance pieces that are performed twice annually for the total prison population and invited community guests. As with the educational programs discussed above, the Sing Sing Historic Prison Museum could celebrate the achievements of the RTA program through special exhibits, production sponsorships and other events. Given the renown of the program, such partnerships could also raise the museum’s profile within the region and elsewhere.

D. Case Study: Nyack

Purpose
The primary purpose of this case study is to examine the similarities and differences between the Village of Nyack and the Village of Ossining. Nyack’s antique merchandise specialization, and the related tourist industries that have arisen because of this attraction, serves as a model for the Village of Ossining. The Village of Nyack has had much success in attracting visitors and retaining them to utilize its other industries, such as restaurants, coffee shops, bars, nightclubs, as well as other attractions such as the waterfront and public parks. It is hoped that the information that follows will help inform the debate on how the Sing Sing Historic Prison Museum can be successful within the context of industrial arrangement and access to transportation.

Overview
The Village of Nyack, New York, located approximately 20 miles north of New York City, can be used as a point of comparison for Ossining and Westchester County due to its ability to attract visitors from inside and outside the region. Nyack – located in Rockland County on the west bank of the Hudson River – lies just north of the Tappan Zee Bridge and is bisected by Interstate 87 and U.S. Route 9W. Alternative modes of transportation exist as well. The area is well served by Rockland Coaches bus service ($7 approximate weekend fare from Port Authority Bus Terminal), which operates 30 trips out of New York City each weekday and 15 on weekends. Metro-North service operates 56 trains to Tarrytown each weekday and 38 on each weekend day. Due to Nyack’s proximity to Tarrytown, the train trip can be easily followed by a taxi ride across the Tappan Zee Bridge.

Nyack’s central business district – located primarily on Main Street as well as Broadway – is known largely for its antique retailing, which is a primary draw for many coming from New York City and...
Linking the Central Business District and the Waterfront

elsewhere. In fact, it is reported anecdotally in the Village’s comprehensive plan that in the late 1960s, revitalization of the central business district began with the arrival of Christopher’s Antiques on South Broadway. This encouraged new antique dealers to locate in downtown Nyack during subsequent years, followed by boutiques and a variety of restaurants. According to the Village’s comprehensive plan, the total current commercial floor area in downtown Nyack is approximately 300,000 square feet.

A Destination for Antiques and Culture

During an April 2007 visit to Nyack, at least 25 independent antique retailers were noted along Main Street and Broadway alone. More exist (though to a lesser extent) in the nearby separate villages of North Nyack and South Nyack. Rockland County’s website provides an extensive list of antique retailers within its borders, and of the 49 listed, 32 (65%) are located within Nyack.

A Nyack-based organization called Art, Craft & Antiques Dealers Association (ACADA) was established in the 1960s, and has a current Village membership of 68. ACADA organizes events centered on the art and antique industries, and several times each summer hosts antique fairs on the streets of downtown Nyack, with large crowds from all over the region and nation. Aiming to capitalize on this local specialization, other businesses within Nyack have integrated arts and antiques into their non-affiliated business. For example, a public accountant prominently displays antiques in his window, which can be purchased at the antique retailer next door. This collaboration among otherwise unaffiliated business owners adds to the projection of the unified “niche” marketing strategy for which the Village is aiming. While a historic prison museum presents unique challenges for linking unrelated businesses, recommendations for doing so are discussed above. Other business owners in Nyack tailor their storefronts to reflect the “boutique” image popular in the central business district, as evidenced by the pharmacy to the left. Aesthetic themes include the installation of planters on front windows and signage with gold lettering, which is very popular within the Village and projects a unified image.

The Rockland Center for the Arts (“RoCA”), located in West Nyack, hosts a yearly “Antiques Appraisal Day” in Nyack. Modeled after the famous “Antiques Road Show” television program, the day-long event brings together antiques appraisers and collectors. The antique and arts industry in Rockland County is further buttressed by the Hopper House, located on Broadway just north of Nyack’s central business district, which was the boyhood home of painter Edward Hopper. Today, the Hopper House is a community cultural center and a gallery space for local artists, with the ground floor devoted to monthly

A pharmacy on Main Street. Note gold lettering, window planter, and overall aesthetic presentation.

Simple signage promotes wayfinding and serves to advertise local businesses in a reasonable and cogent manner.

Improved signage makes commercial corridors more appealing. Simple changes to the Village’s signage regulation can help transform and unify existing and future retail activities.
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In addition to a gallery schedule, the Hopper House features art lessons, lectures and musical presentations, all of which are made possible by a membership organization. Annual dues range from $75 at the sponsor level to $20 at the individual level.

Additional organizations dedicated to enhancing and promoting the quality of civic life in Nyack include the newly formed Downtown Nyack Coalition, which advocates on issues such as parking, policing and streetscape improvements. A coalition of this nature would be useful to help implement some of the proposals in the Links chapter of this report.

Reclamation of the waterfront has been an active pursuit in Nyack, as Memorial Park provides sweeping views of the Tappan Zee Bridge, Tarrytown, and the Hudson River. Visual resources and sight lines are maintained by the presence of low-scale, two- or three-story housing on or near the waterfront, which is populated with well-restored Victorian houses.

Residents and visitors to Nyack can take advantage of this recently restored and accessible park, which is within walking distance of the antiques district. Amenities of the park include a playground, tennis courts and butterfly garden. The park shore provides accessibility for launching small watercraft such as canoes and kayaks. Memorial Park hosts many special events, including weekly music concerts in the summer, as well as festivals and outdoor movies. The creation of a historic prison museum on the Village of Ossining’s scenic waterfront is a necessary step towards connecting the Village with the Hudson River, which has been successful in Nyack and other riverfront communities.

Services such as bed and breakfasts as well as one hotel are located within Nyack, with several additional lodging options in South and West Nyack. Within Nyack proper there are a number of eat-in dining options, including a waterfront restaurant specializing in freshly prepared seafood, and a Thai restaurant rated four stars by the New York Times. With an eclectic mix of cuisines and price ranges, Nyack’s restaurant base is well diversified to accommodate visitor demands. A number of coffee shops – which provide free WiFi and occasionally showcase local musical talent – and give visitors and residents a place to relax and consider their next destination. This is an important local amenity that is met in the Village of Ossining by the Quimbaya Top Grade coffee shop and the Enjoy! Tea Room. With a number of vacancies in downtown Ossining, more amenities such as these can be created to meet increased demand.
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**Economic Considerations**

Nyack’s success as a regional attraction is largely derived from its distinction as a hub of activity related to one specialized retailing concern. Capitalizing on this reputation has led to the pursuit of related industries in Nyack, such as art, cultural and historic enterprises, and the encouragement of the creative processes that influence all three (e.g. community arts classes offered at the Hopper House, as well as prominently displayed historic resources such as a commemoration of a section of the Underground Railroad located on Main Street). But an economy cannot survive on antique tourism alone, and a review of economic data in Rockland County shows that while Nyack may specialize in the retailing of used merchandise (NAICS 453310), County specializations lean very heavily toward the educational/health/social service sectors (LQ=26.3, or 26 times the national average) and manufacturing (LQ=15.2). These numbers contrast starkly to those of Westchester County, which is light on manufacturing (LQ=.42) and educational/health/social service (LQ=2.39). Despite these differences in industry arrangement, if Nyack can support a highly specialized retail classification in a county with an overall low location quotient for used merchandise (LQ=.49), it has found a niche worth taking advantage of.

Merchant surveys, accessed on the Village’s recently updated comprehensive plan, note that more than 60% of visitors to downtown businesses came from outside the Nyacks, which indicates a fair level of success in promoting the area as a regional destination for antique retailing. However, it should be noted that the available commercial space in the central business district is limited to smaller establishments, which restricts space available for retailers aimed at serving local residents. The combination of small store space and rising rents makes it difficult for large retailers to find suitable space, and can make it difficult for small start-up boutiques from locating downtown.

Overall, there is no reason to believe that Nyack’s retailing specialization – the sale of antiques – is in danger of contracting. In fact, all merchants interviewed remarked that business was brisk and sales were up from this time last year. The challenges facing Nyack are in some ways the opposite of those facing the Village of Ossining, specifically the relative lack of retail services aimed at residents of Nyack, and the high proportion of retail in the central business district aimed at visitors. While downtown Ossining has a variety of retail and restaurants, the concentration of take-out food establishments cater more towards local residents and might not be sufficient to satisfy visitors’ palettes. The Village of Ossining therefore has a great opportunity to expand this sector as Nyack has done, which will in turn attract more regional visitors. While Nyack’s industrial arrangement may be ideal from a revenue generation and tax base standpoint, the
Villages of Nyack and Ossining should each work to strike a balance between catering to visitors and accommodating local residents.

*Opportunities for the Village of Ossining and Westchester County:*

- Adaptive reuse of existing building stock, with an emphasis on preserving historic character (where applicable).

- Encouragement of one or a few key retailers in strategic downtown areas can lead to a snowball effect, whereby other retailers will follow.

- Strengthening signage code to enforce uniformity and encourage historic or artistic flair.

- Promote sidewalk dining by making it easier for eating establishments and cafes to receive sidewalk dining permits. Adjustments to the municipal zoning code may be necessary to accommodate such permitting.

- Organization or encouragement of civic organizations geared towards beautification of the central business district and waterfront areas.

- Further efforts to promote waterfront development with an emphasis on public access. Potential tie-ins with the proposed Sing Sing Historic Prison Museum should be examined.

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1. www.ossining.org/worship.html
2. Hudson Link: http://www.hudsonlink.org
3. New York Theological Seminary: http://www.nyts.edu/academic_programs/academic_programs_mps_singsing.htm
7. Conclusions

The Capstone Team evaluated four broad and interconnected subject areas related to the Sing Sing Historic Prison Museum proposal: economic impacts; the existing regional tourism market and resources; access, parking and transportation; and connectivity of the museum site to downtown Ossining. Based on the research, the Team concluded that the proposed museum proposal is well positioned to become a significant regional attraction that will draw people to Ossining and provide real economic benefits for the Village, Westchester and the Hudson River Valley.

The following section summarizes the key findings for each of the four subject areas of this report.

Economic Impacts and Base Analysis

The question of economic development is always critical when a new tourist attraction is proposed. Based on attendance projections provided in a 2001 Marketing Study, the proposed Sing Sing Historic Prison Museum will provide positive economic impacts for the Village of Ossining, Westchester and the entire Hudson River Valley.

- Museum construction would have a one-time positive effect on the Hudson River Valley, generating 91 direct and indirect person-years of employment. Total financial impact during the construction period is estimated at $16,740,586.
Conclusions

- Based on the chosen operating model, the direct employment at the museum would generate $735,074 in annual salaries and benefits.

- Employment for New York State would increase by 259 jobs, with projected earnings totaling $7,314,864. Based on these totals, Westchester is anticipated to net 121 of these jobs and $3,319,105 in earnings.

- Total direct on-site and off-site spending, including museum operating expenditures, in Westchester is estimated at $7,227,155 annually. The total for New York State is estimated at $7,874,528.

- When indirect and induced spending is added to the direct spending, the total spending for New York State jumps to $24,385,175. Westchester is expected to take in $13,063,602 of the State’s total.

- The total personal income and sales taxes that could be generated for the State by the proposed museum are estimated at more than $974,000 annually.

Tourism

Westchester enjoys a thriving tourism industry. In 2005, there was $1.43 billion in tourism-related spending in Westchester. The proposed Sing Sing Historic Prison Museum presents an opportunity for Ossining to position itself effectively within this robust tourism market to foster economic development in the Village. As a unique attraction within the context of the regional tourism industry, the museum would significantly contribute to the region’s tourism resources, and thus should be viewed as an exceptional prospect for Westchester, the Hudson River Valley and the State.

- There is a considerable tourism infrastructure in place in the Village of Ossining, Westchester and the Hudson River Valley region as a whole.

- The Sing Sing Historic Prison Museum would be joining many existing sites and attractions within the Hudson River Valley that are part of state and federal historic designations.

- The Sing Sing Historic Prison Museum can tap into the existing tourism infrastructure to help ensure its success as a tourist destination.

- The Sing Sing Historic Prison Museum has potential to act as a gateway to other historic sites in the region for national and
Identifying and implementing strategies to leverage existing tourism resources in the region will be critical to the success of the museum.

New York City has a high number of international visitors, which, coupled with the international name-recognition of Sing Sing are positive indicators that the museum will attract international visitors.

The Eastern State Penitentiary Historic Site case study shows that dynamic programming will be critical to the success of the museum.

Based on comparison to the museum at the United States Military Academy at West Point, Sing Sing Historic Prison Museum’s proximity to other attractions and to public transit will be a positive factor in attracting visitors from outside the region.

**Access, Parking & Transportation**

Accessibility is critical for the market success of the proposed museum. Ease of access to the facility directly affects attendance, and the ability of museum visitors to travel from the museum to the Village central business district and other points in Westchester and beyond determines whether the full economic benefits of the project are captured. Fortunately, the significant transportation networks surrounding the museum are a great asset to the project, making it a transit-oriented attraction.

- The proposed Sing Sing Historic Prison Museum would be well served by the robust, multi-modal transportation network currently in place.

- An opportunity exists to take advantage of the excess parking supply at the Metro-North commuter lots and elsewhere in the Village through a shared parking system.

- Because topography is an ongoing obstacle and sidewalk expansion is most likely not feasible in the immediate future, non-physical ways to foster linkages between the central business district and the waterfront should be explored.

- Two major trailways in the Ossining area, the planned RiverWalk and the Old Croton Aqueduct Trail, provide opportunities to enhance pedestrian and bicycle access to the proposed museum through cross-promotion, tapping into a potential visitor market.

Historic images of Sing Sing.
Conclusions

- The promotional programs of Metro-North and NY Waterway would be an ideal method to attract visitors from around the region to the Sing Sing Historic Prison Museum, and could provide benefits to the transit agencies as well.

- The Sing Sing Historic Prison Museum is likely to result in increased ridership at the Metro-North train station, although a detailed analysis using updated data would need to be performed to ascertain the specific benefit. Because current ferry service is focused on commuters, and the peak attendance at the Sing Sing Historic Prison Museum is likely to fall outside peak commuting hours, the museum’s impact on ridership at the Ossining’s NY Waterway terminal would likely be minimal.

**Linking the Central Business District and the Waterfront**

The site of the proposed Sing Sing Historic Prison Museum is connected to the Village of Ossining’s central business district by the steeply graded Main Street and Secor Road. It is critical to enhance the connectivity of the proposed facility and the Village center to realize the full economic development impacts of the project. The Capstone team has identified a number of physical links in an attempt to ease the transition and connect the Sing Sing Historic Prison Museum to the central business district. In addition, community development-oriented and organizational links have been identified.

**Physical Links**

- **Jitney or trolley service** connecting the museum and the downtown area, which could be subsidized by the Village and provided free of charge or for a small fee, and run at a set schedule. A potential model is the shuttle bus service between Dia:Beacon and the City of Beacon’s downtown.

- **Improved directional and wayfinding signage** leading to the downtown area and flowing in both directions. The hills and winding roads between the museum site and the central business district can appear intimidating to first-time visitors, and signage is an opportunity to ease that confusion.

- **Free weekday parking** in downtown lots for Sing Sing museum visitors. If spaces are available on the average weekday, free parking could be offered to those with museum ticket stubs, resulting in people parking near the downtown and traveling down to the Sing Sing Historic Prison Museum. This would encourage visitors to stop in restaurants and shops along the way.
- **Interpretive signage or public art** along heavily traveled pedestrian routes that tells a story about the history of the Sing Sing Correctional Facility and other interesting facts about the Village, or local community art, would make the trip more stimulating.

- **Unified waterfront and central business district areas.** While there are some space constraints, the installation of consistent lighting, benches and other street furniture along the waterfront and in the downtown area can provide a strong link. Since many of the connector streets have narrow sidewalks or sidewalks on only one side of the street, changes need to be made to improve pedestrian access, such as removing some parking spots on portions of streets to increase the effective width of the sidewalk for street benches and resting areas, or inserting a bump-out structure to expand the sidewalk and provide the necessary space and traffic calming. At a minimum, if widening the sidewalks is not possible, the Village should identify current locations with the widest sidewalks as places to add street furniture.

- **Continuity of retail and businesses** from the waterfront to the central business district. There are a number of non-water-dependent businesses at waterfront locations that should be encouraged to move to elsewhere in the Village. These uses do not necessarily need to occupy such valuable real estate to be successful, and adding shops and restaurants at these sites will lure visitors toward the central business district and give them something to do along the way.

- **Two information kiosks**, one near the Metro-North station at the waterfront, and one in the central business district, which would cater to both tourists and residents. Tourists should be able to access information about attractions and businesses in the area, as well as ways to travel between the waterfront and central business district. The kiosks should also seek to build a sense of community among Village residents by providing information about local events, community meetings and new businesses. The locations of the kiosks will ensure that visitors can access information on the Village and attractions whether traveling by train or car.

- **Potential addition of Criminology Research Center or Library** in Ossining’s central business district. An academic structure such as a research center or library would validate the serious nature of the proposed museum, and would attract academics from around the region as a state-of-the-art
facility for researching the history of criminology and the penal system. It should be an all-encompassing center, including information not only on the history of the Sing Sing Correctional Facility, but on prisons and the systems around the world. Partnerships could also be explored with known criminology institutions such as John Jay College of Criminal Justice in New York City.

**Community Development Links**

- **A Village of Ossining business directory and Map**, provided online and in print to tourists and visitors from the Westchester County area to encourage local shopping. If people know what is in the Village and how to get there, they will be more likely to make the trip to the central business district.

- **Advertising and directories** at the Metro-North Station for downtown businesses, to attract museum visitors to the central business district.

- **Special promotional offers** to museum visitors at downtown area businesses. The museum should partner with local restaurants and shops to provide discounts with admission tickets, using Eastern State Penitentiary Historic Site’s programs as a model.

- **Sponsored neighborhood events** in the central business district and along the waterfront to build community character and attract visitors. Within the Village of Ossining, local events will bring residents — who might typically shop in surrounding communities such as Tarrytown — into the central business district. In addition, cultural activities and other events will bring in visitors from the region and allow them to experience Ossining. One existing venue is a bandstand on the waterfront near the Sing Sing Correctional Facility. Hosting local arts and culture events there would bring people right into the museum's backyard.

- **Cultural events** at the Sing Sing Historic Prison Museum. The Capstone team acknowledges that the museum is a serious historical facility and is not interested in large-scale tourist events to bring in visitors. However, the team sees significant value in holding smaller-scale cultural and historical events at the museum, such as seminars and talks on the history of the penal system, which would serve as positive and educational programming, and art exhibits.
Organizational Links

There are several established community organizations within the Village of Ossining and the surrounding region that are involved with Sing Sing Correctional Facility. Because these organizations already have roots connecting them both to Sing Sing and to the Ossining community, they provide an opportunity to link the proposed Sing Sing Historic Prison Museum to the community through mutually beneficial programming and special events.

- **Ossining Prison Ministry Inc.**, which aims to address the needs of families of Sing Sing inmates by providing breakfast on weekends to visiting families and friends of prisoners, as well as supervised childcare for visiting children. The proposed museum could develop targeted programs for the organization’s audience, such as seminars to discuss coping strategies for families and friends of inmates. The museum could also consult with Ossining Prison Ministry and other area prison ministry programs on exhibits and events to ensure appropriateness in the context of an active prison. Such coordination could be an important way to generate community support and buy-in for the museum.

- **Hudson Link for Higher Education in Prison** offers college degree classes at Sing Sing through partnerships with Nyack College and Mercy College. Also, the **New York Theological Seminary’s Master of Professional Studies degree program** allows inmates meeting certain educational and other requirements to undertake an intensive graduate degree program designed to provide coursework typically taken in the first two years of a Masters of Divinity degree. These well-known educational programs offer opportunities for partnerships with the Sing Sing Historic Prison Museum, such as providing space for graduation ceremonies and exhibits on past graduates, which would highlight positive developments at Sing Sing and broaden the museum’s potential audience.

- **Rehabilitation Through the Arts** offers inmates workshops and classes that teach writing, reading, public speaking, improvisation, acting, directing and more. This work generates original plays, monologues and performance pieces that are performed twice annually for the total prison population and invited community guests. As with the educational programs discussed above, the Sing Sing Historic Prison Museum could celebrate the achievements of the RTA program through special exhibits,
production sponsorships and other events. Given the renown of the program, such partnerships could also raise the museum’s profile within the region and elsewhere.

The Capstone Team also undertook a case study to examine the similarities and differences between the Village of Nyack and the Village of Ossining. Nyack – with its antique merchandise specialization and the related tourist industries that have arisen because of this regional attraction – serves as a model for the Village of Ossining because of its success in attracting visitors and retaining them to utilize its other industries, such as restaurants, coffee shops, bars, nightclubs, as well as other attractions such as the waterfront and public parks.

The case study revealed a number of strategies that Ossining can undertake to enhance the success of the Sing Sing Historic Prison Museum within the context overall economic revitalization of the Village:

- **Adaptive reuse of existing building stock**, with an emphasis on preserving historic character (where applicable).
- **Encourage one or a few key retailers** in strategic downtown areas, which can lead to a snowball effect, whereby other retailers will follow.
- **Strengthen the signage code** to enforce uniformity and encourage historic or artistic flair.
- **Promote sidewalk dining** by making it easier for eating establishments and cafes to receive sidewalk dining permits.
- **Adjustments to the municipal zoning code** may be necessary to accommodate such permitting.
• Organization or encouragement of civic organizations geared toward beautification of the central business district and waterfront areas.

• Further efforts to promote waterfront development with an emphasis on public access. Potential tie-ins with the proposed Sing Sing Historic Prison Museum should be examined.
8. References & Appendix
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A. References

B. Appendix 1:
   1. Structures made with Sing Sing Marble and Granite in the Village of Ossining
   2. National Register of Historical Buildings: Buildings in Ossining
   3. Popular Attractions in Westchester
   4. Seven Wonders of Westchester
   5. Playland
   6. Historical Attractions in Westchester
   7. Mixed Attractions in Westchester (Museums, Gardens, Memorials)

C. Appendix 2: Marketing Potential for Sing Sing Historic Prison, December 2001, Rev. 2006

D. Appendix 3: Sing Sing Historic Prison Interim Concept Plan, 2000