Remaking Philmont's Waterfront

Economic Opportunities for Philmont

Draft Final Report

August 2015

Table of Contents

1. Local Economic Environment 4
- **1.1 Overview of Local Economy** 4
  - Philmont's Economic History, Yesterday & Today 4
  - Primary Drivers of Philmont's Economy Today 7
- **1.2 Built Environment** 9
- 1.3 Business Environment 9
- 1.4 Social & Human Capital 10
- 1.5 Natural Capital 11
- **1.6 SWOT for Local Economic Environment** 11
- **2.7 Mapping Regional Resources** 13

2. Approach 14
- **2.1 Approach** 14
- **2.2 Economic Development Nodes** 16
- **2.3 Creating Synergies** 17

3. Food and Agriculture Economy 18
- **3.1 Context & Potential Economic Impact** 18
- **3.2 Local Initiatives** 20
- **3.3 Local Resources** 21
- **3.4 Case Studies** 22
  - Food Hubs 22
  - Grains 23
  - Food Hubs/Commercial Kitchens 23

4. Health Economy 25
- **4.1 Context & Potential Economic Impact** 25
- **4.2 Local Initiatives** 26
- **4.3 Local and Regional Resources** 28
- **4.4 Case Studies** 29

5. Healthy Lifestyles Recreation 31
- **5.1 Context & Potential Economic Impact** 31
- **5.2 Local Initiatives** 33
- **5.3 Local Resources** 34
- **5.4 Case Studies** 34

6. Arts, Artisanship, Culture 40
  - 6.1 Context & Potential Economic Impact 40
  - 6.2 Local Initiatives 42
  - 6.3 Regional Resources 43
  - 6.4 Case Studies 44

7. Summary Recommendations of Key Economic Opportunities for Remaking the Philmont Waterfront 48
- **7.1 Initiative Descriptions** 48
- **7.2 Initiative Impact Assessment** 54
- **7.3 High Impact Projects/Initiatives** 58

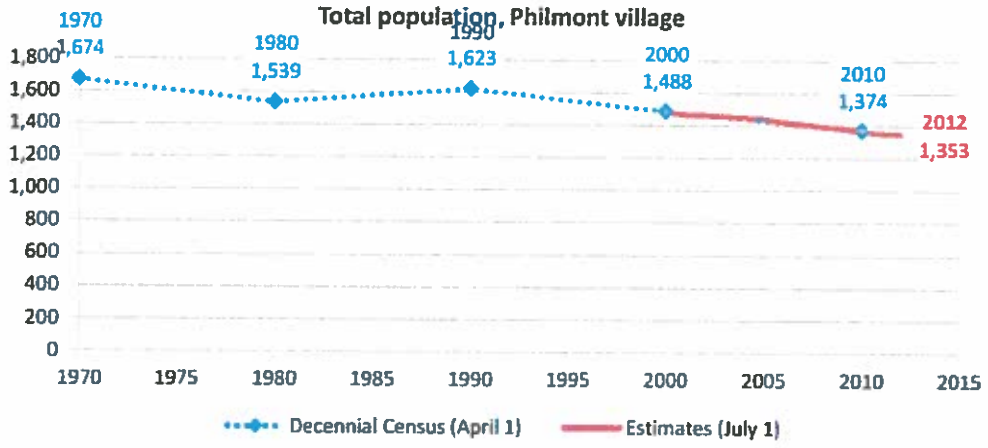
1. Local Economic Environment

1.1 Overview of Local Economy

Philmont is a small rural village, which has a rich and long economic history of discovery, boom, bust, and recent trajectory of gradual revitalization.

Philmont's Economic History, Yesterday & Today

Evolving from its agricultural roots to become a small industrial town, Philmont's early industrialization (1845-1900) was based on harnessing its waterpower resources from Agawamuck Creek and the High Falls, and on its strategic location on the Harlem Valley Railroad. In the early 1900s, Philmont had 16 mills producing an assortment of textiles and apparel, paper, agricultural, machinery, and other products, and by 1900 supported a robust population of 3,000, with many retail stores, restaurants, taverns, the Empire Hotel, Empire Opera House, and Strand Theatre. However, with advent of the era of oil and electricity, Philmont's advantages for industrial plants gradually declined, and with increased competition from southern mills. Local mills were acquired and operated by a succession of outside textile firms, each investing less in maintenance than their predecessor. Philmont languished during the Depression and post-war periods, and by 1963, Philmont's final operating mill was shut down. At which point, Philmont was a shadow of its former self, with boarded up shops on Main Street, vacant buildings, absentee landlords, and high unemployment and delinquency. By 1970, the village population had declined from 1,750 in 1960 to 1,674 in 1970. Many villagers left town in search of jobs, and most employed town inhabitants commuted to jobs in nearby Hudson and Albany.



Source: 1970-2010 Decennial Census, 2000-2010 intercensal population estimates and 2010-2012 post censual population estimates (all U.S. Census Bureau)

By 2010, with few local employment opportunities, the village's population had dwindled to 1,374. However, even as local villagers migrated out during the 1970s to 2010, a new shift began to take shape in the 1980s and 1990s due to the growth of the Rudolf Steiner-inspired Hawthorne Valley farm, store and school complex, the region received an influx of talented and dedicated teachers, farmers, craftspersons, and creative professionals, many of whom bought or rented homes in Philmont. This tendency continued during the 2000s

as many more, mostly younger talented people and professionals commuting or telecommuting to New York City and Massachusetts—with no ties to the Hawthorne Valley and the Steiner movement—were attracted to the changing social character of Philmont, and its very attractive, and inexpensive, stock of reasonably well-preserved old houses.[1] The influx of this relatively affluent group of professionals has increased the demand for local goods and services, including new restaurants, and is generating a new economic vibrancy, albeit gradually, and a hope for a continued Philmont's economic renovation, much as has been witnessed a decade ago in Hudson, and more recently in Chatham and Kinderhook.

Nonetheless, Philmont continues to have a significantly lower per capita income than the county or state. Philmont's per capita income was $23,009 in 2010, about one-third lower (~$10,000) than that in Claverack or Columbia County. Philmont ranks #859 among NY's 1052 places. However, per capita income in Philmont has risen by an estimated $6,000 since 2000.

2010 Income	Philmont	Claverack	Columbia County
Median household income	$ 39,821	$ 50,023	$ 56,445
Mean household income	$ 56,660	$ 80,114	$ 79,555
Per capita income (dollars)	$ 23,009	$ 33,807	$ 32,934

Source: U.S. Census Bureau, 2010

The lower age profile of the population in Philmont (median age of 39.7) accounts partly for its lower per capita income relative to the county. The high percentage of school age children and young employee indicates a higher dependency rate of non- or lower-income earners.

2010 Age Group	Philmont	Claverack	Columbia County
Pre-school (Under 5)	6.3%	4.8%	4.8%
School Age (5-14)	12.9%	10.8%	11.2%
High School (15-19)	8.5%	7.4%	6.6%
College (20-24)	5.7%	4.9%	5.1%
Young Employee (25-39)	17.3%	13.4%	14.8%
Mid-level Employee (40-49)	17.7%	15.5%	15.3%
Senior Employee (50-74)	24.9%	32.9%	33.8%
Retired (75+)	6.6%	10.5%	8.3%
Median Age	**39.7**	**46.2**	**45.3**

Source: U.S. Census Bureau, 2010

[1] Our Town, Philmont: Rising from the Ashes, Spring 2013

This higher dependency ratio is also reflected in the high number of families with children. Nearly half (46.9%) of family households in Philmont have children under 18 years old, vs. 38.9% for the county. Philmont has a very high number of single parent households. Single women head of household in Philmont is 25.9%, vs. 16.7% in the county. Similarly, single men head of household is 12.5% in Philmont, vs. 8.0% in the county.

2010 Households by Type	Philmont	Claverack	Columbia County
Total Housholds	566	2,478	25,906
Family Households	62.2%	62.6%	63.4%
Non-Family Housholds	37.8%	37.4%	36.6%
Family Households	352	1,551	16,418
With Children under 18	46.9%	36.4%	38.9%
No wife present	12.5%	7.8%	8.0%
No husband present	25.9%	15.1%	16.7%
Householder living alone	183	768	7,452
Male	37.7%	43.2%	46.6%
Greater than 65	13.1%	15.0%	14.7%
Female	62.3%	56.8%	53.4%
Greater than 65	35.5%	33.5%	28.0%

Source: U.S. Census Bureau, 2010

On average, the educational attainment of Philmont's residents is considerably less than people in Claverack and the county. Only 24% of Philmont residents have an Associate's degree or higher, vs. 35.7% in Claverack and 39.1% in the county.

2010 Educational Attainment	Philmont	Claverack	Columbia County
Less than 9th grade	4.2%	3.9%	3.0%
9th to 12th grade, no diploma	11.6%	9.9%	9.3%
High school graduate (includes equivalency)	**38.6%**	32.2%	30.9%
Some college, no degree	21.7%	18.3%	17.6%
Associate's degree	10.6%	11.2%	11.2%
Bachelor's degree	**9.0%**	14.7%	14.7%
Graduate or professional degree	**4.3%**	9.8%	13.2%
Total population with high school education or higher:	84.2%	86.2%	87.6%

Source: U.S. Census Bureau, 2010

More than half (51.1%) of Philmont's residents live in rental properties, roughly twice the rate of Claverack (24.9%) and of the county (28.4%), reflecting the lower income status.

2010 Housing Occupancy	Philmont		Claverack		Columbia County	
Total housing units	654	% of total	2,960	% of total	32,775	% of total
Vacant housing units	88	13.5%	482	16.3%	6,869	21.0%
Occupied housing units	566	**86.5%**	2,478	83.7%	25,906	79.0%
Owner Occupied	277	**48.9%**	1,862	75.1%	18,557	71.6%
Renter Occupied	289	**51.1%**	616	24.9%	7,349	28.4%

Source: U.S. Census Bureau, 2010

The median home value in Philmont is $151,600. Home appreciation is 0.70% over the last year. The median age of Philmont real estate is 73 years. Preliminary market research completed in 2011 is indicating the community is experiencing a slight growth in 2nd home owners and first time home buyers, mostly due to the lower than average Columbia County property values.[2]

Primary Drivers of Philmont's Economy Today

Philmont is a self-contained small economy sustained by several nodes, including agriculture, health care, and the creative arts. There is limited tourism and few in-town employers exist. The expectation is that villagers commute to neighboring towns (e.g., Hudson, Albany) for work, commerce and leisure. In other words, there is an economic inflow / outflow disparity. Currently, the primary drivers of the Philmont economy are "outside employment" and diverse local employers.

1. Employment opportunities outside of Philmont Many residents commute to jobs outside of Philmont, predominantly to Hudson, elsewhere in Columbia County, and Albany. Many jobs are government, social services, health industry, and service jobs. Many Philmont residents are employed by County operated facilities, such as the local school district, social services, and nursing homes. In this sense, Philmont can be described as a "bedroom community" for industries and services in other employment centers.

2. Local Employment in health industry, agriculture, arts and culture, tourism, local construction, retail, and manufacturing. The strongest business sectors of the community remain historically in the home-based construction trades, including an historical presence of hand-crafted stonemasonry. Local employers include Main Street retail—including four restaurants, gas/station convenience store, bank, hair salon, car wash, auto repair/inspection station, medical and dental practitioner offices, chain discount store, and numerous other independent, locally-owned businesses. Philmont has a high number of home-based businesses (96), which are involved in alternative health and lifestyle services, the creative arts, local farming, and artisan trades.[3] The presence of Etsy

[2] Position Paper, Philmont Beautification Inc. (2012)
[3] 2003 Philmont Comprehensive Plan

in nearby Hudson, provides a local inspiration for home-based businesses to adopt new on-line business models.

Major local employers include: the Pine Haven Rest Home (with 120-beds and 200 full and part-time employees[4], many of whom are local residents); Pretium Manufacturing (plastic packaging, 90 employees); Hawthorne Valley complex—farm, school, store (115 employees); Gro Max Ltd, manufacturer of bagged and bulk soils.[5]

The following table showing results from the US Census Bureau's 5-Year American Community Survey reports 616 employees with median annual earnings of $28,833 in Philmont for 2013. Industries with the greatest employment (including self-employment) include: i) educational services, health care, and social assistance with 161 jobs, ii) tourism related services (arts, entertainment, recreation, accommodation & food services) with 92 jobs, iii) professional, scientific, management, and administration, and waste management services jobs with 59 jobs, and iv) manufacturing with 57 jobs. [6]

2013 Employment by Industry	
	Estimated Employment

In 2013, the labor force participation rate (LFPR) in Philmont is estimated at 59%, significantly below the LFPR of 63% in Columbia County and 64% in the US, which indicates that the active portion of the Philmont economy labor force is considerably less than the average for Columbia County and the U.S.

[4] www.columbiacountyny.com/future-of-pine-haven/home

[5] Despite the presence of manufacturing companies, Pretium and GrowMax, we choose not to focus on manufacturing as one of the four core economic nodes, because manufacturing companies fall outside the brownfield area focus of our waterfront district.

[6] Note that the US Census Bureau's 5-Year American Community Survey results are estimated based on a limited sampling, and therefore only provide rough estimates of local jobs by industry.

Median annual earnings per worker in Philmont ($28,833) is only 62% of that in in Columbia county ($46,375), reflecting the low earnings, wages, and skill levels of Philmont workers, and thus low levels of local spending.

Some home-based business in arts and crafts and small-scale food production may not be adequately captured in the statistics.

1.2 Built Environment

Location— Philmont is 2 miles west from the Taconic Parkway, 15 miles east from Hudson, and 40 miles south of Albany and 120 miles north of NYC. While Philmont is at the geographic center of Columbia County, it is often referred to as an overlooked place, because of its particular location at the northern end of Route 217—which basically goes nowhere else, except the Taconic Parkway.

Buildings – Due to its history as successful industrial mill town of the late 1800, the town is bestowed with a stock of well-preserved old houses (including many beautiful Victorian houses and estates), buildings, churches, several old mills (although many have burned or been torn down), and numerous authentic architectural treasures.

- Summit Mill
- Canal Street Mill
- Richardson House
- Vanderbilt Hotel
- Masonic Lodge (Church Street)
- 1880 Building – American Legion Hall
- Former automotive garage converted into Local 111

Highways/ Transportation – Philmont is on Route 217 only 2 miles to the Taconic Parkway. Philmont has its own highway department, garbage collection, fire company, and police force. Philmont lacks a public transportation system locally and connecting to Hudson and other places. The lack of public transportation is a major issue affecting Philmont's lower income residents many of whom do not own motor vehicles. (Philmont has been the highest percentage of people who do not own motor vehicles in the county). Hudson, however, is only 15 miles away and is located on a convenient train route that goes to NYC and to Albany.

1.3 Business Environment

Philmont's business support institutions are relatively few and must rely on county-wide organizations for support. The most proactive local business development support activity is provided by Philmont Beautification, Inc. (PBI) and the Philmont Bank (a branch of Key Bank). PBI is a grass-roots non-profit community-driven development organization that has a mission of developing a revitalization strategy with the tradition of a barn raising. In the past 7 years, PBI has assisted 25 projects in a portfolio of integrated creative strategies consisting of over $2.5 million in public/private investment in selected projects using a criteria deeply rooted in place making to achieve a more sustainable community.

Completed projects include: storefront restorations, commercial re-adapts, affordable housing renovations, streetscape gateway projects, part restorations, four restaurants, an 8-room hotel, a resource center, a seasonal Main Street farmers' market. PBI is currently developing a farm-to-store venture in collaboration with a start-up direct marketing cooperative and kitchen incubator.

On the 12th Of November 2004, the Philmont Bank (as branch of Key Bank) celebrated its 100th anniversary.

1.4 Social & Human Capital

The Philmont community seems very excited about the idea of revitalizing their town. Throughout the process of remaking the Philmont Waterfront, the Elan team was able to hold multiple meetings with members of the community that are passionate about the project and establish a standing committee. When visiting the site, local business owners seemed eager to participate in the revitalization process.

In the 1930s, the sense of community at Philmont was strong despite its economic decline. Everything including food was bartered and even though there were no soup kitchens or bread lines, "everybody took care of everybody"[7]. The historic Philmont community has been welcoming and tolerant of the new sub-communities of weekenders, gays, Jews, and these differing groups co-exist in an atmosphere of shared purpose. John Isaacs wrote very accurately, "Philmont may still lack some things (a decent supermarket, some public transportation, a movie house event), but a sense of community it most definitely does not."[8]

This strong sense of community, pride in Philmont's history, and openness and willingness to improve and revitalize Philmont, is an incredible asset to the Remaking of the Philmont Waterfront.

However, Philmont faces a number of negatives in terms of social capital, including the village's high share of single mothers (25.9% vs. 16.7% for the county), lack of support/child care, low number of home owners (48.9% vs. 78.6% for the country), and low levels of education (24% of Philmont residents have an Associate's degree or higher, vs. 39.1% in the county).

Key Social & Human Capital Limitations	Philmont	Claverack	Columbia County
No husband present	25.9%	15.1%	16.7%
Owner-Occupied Housing	48.9%	75.1%	71.6%
Education with Associate's Degree or Greater	23.90%	35.70%	39.10%

[7] Our Town, Philmont: Rising from the Ashes, Spring 2013
[8] Our Town, Philmont: Rising from the Ashes, Spring 2013

1.5 Natural Capital

Philmont has a great advantage in that it has many environmental and recreational assets. This includes the Summit Reservoir, creeks, and the High Falls. The Summit Reservoir area is approximately 88 acres. These provide good fishing that include bass and perch from the reservoir and trout from the creeks. There are also other trails off of Overlook Ct., installed by an eagle scout, that lead down to the Summit Reservoir. There is also a Rod & Gun Club trail system that connects to the oil rail bed that is accessible to those with a social membership. The Agawamuck creek is a rapid mountain stream that descends from the Taconic mountain foothills that leads to the High Falls.

The community center used to be a central spot for community members to gather when using the Summit Reservoir for recreational activities. The center provided ice skating, had a concession stand, and had swimming equipment. It also has a small playground right outside of the center, and includes a restroom that people can utilize when spending the day at the Summit Reservoir.

Claverack Park, just 0.4 miles from Philmont, includes playground equipment, tennis courts, baseball fields, jogging track, basketball court, picnic area, and a pavilion that can be reserved.

The High Falls also has a 2-mile trail network and an area at the top of the falls that can be accessed via Canal Street behind the Summit Mill. The High Falls Conservation Area is a 47-acre property that is owned and managed by the Columbia Land Conservancy. The High Falls is Columbia County's highest waterfall, cascading 150 feet before culminating in a large pool that flows northwest, ultimately flowing into the Hudson River.

1.6 SWOT for Local Economic Environment

SWOT (Strengths, Weaknesses, Opportunities, and Threats) is a simple but useful analysis method to identify the strengths, weaknesses, opportunities, and threats involved in a project. Strengths are defined to be characteristics of the project that give it an advantage over others. Weaknesses are defined to be characteristics of the project that place the

project at a disadvantage over others. Opportunities are defined to be elements that the project could use to its advantage. Threats are defined to be elements in the environment that has the possibility to cause problems for the project.

SWOT for Philmont

Strengths	Weaknesses
- Summit Reservoir - Summit Mill - Canal Street Mill - Proximity to Taconic Parkway - Proximity to Hudson - Proximity to Berkshires - High Falls - Influx of organic farmers & local foodies - Influx of New Yorkers - Influx of artists - Hawthorne Valley Farm/School/Store - Active Philmont Beautification Inc	- Poor housing and dynamics - Delinquency - "Filthmont" lingering reputation - Lack of public transport - Lack of children - Bedroom community - Gun Club shooting noise - Lack of sidewalks - High labor turnover - Lack of consistent local workforce - Lack of svcs. & childcare for low-income residents - Lack of public transportation - Low education levels of residents - Lack of support for low-income residents in terms of child care and transportation
Opportunities	**Threats**
- Health Economy - Healthy Lifestyle Recreation - Food & Agriculture - Artisan Production & Culture - Summit Mill - Rooftop/Community Gardens - Downtown businesses - Walking trails / parks - Philmont History - Rebranding opening festival - Lighthouse project (nature center, etc.) - Support for home based businesses - Increase diversity of skills for local residents - Increase local home ownership - Artisan-scale high-value tourism	- Income inequality - Higher rates of delinquency - Summit Mill burns down - Lake more silted - Possibility that the Dam breaks - Pollution of creek - Town unable to accommodate tourists - Trash management - Adequate maintenance of hiking trails - Loss of wildlife - Gentrification - Dilapidation housing & commercial structures - Becoming overly touristic to detriment of local quality of life

Key strengths in Philmont include its existing natural and man-made assets such as the High Falls, Summit Reservoir, Summit Mill, and Canal Street Mill. Another key strength that has become an increasing asset is the community's strong sense of community. Some key weaknesses include its lingering "Filthmont" reputation, and its poor housing and dynamics that contribute to acts of delinquency in the town. The opportunities include the four identified economic nodes that are defined in the following chapter (health economy,

healthy lifestyle recreation and tourism, food and agriculture, and artisan production and culture). The rich history of Philmont is also a key opportunity. Some key threats to the project are that the Summit reservoir could be more silted or polluted than expected, that the town may be unable to accommodate for an increase in tourists (in terms of quality of life, facilities, and infrastructure such as waste management), and that some projects such as creating trails may have unintentional environmental degradation effects. Another threat relates to governance challenges involving building inspection.

2.7 Mapping Regional Resources

Philmont has many local and regional resources to support its economic, social, and environmental development.

- Regional target customer/ client flows (tourists, regional residents, export markets)
- Entrepreneurial support
- Regional shared work hubs/ work spaces
- Financial support (start-up capital, grants, loans, local/state/federal programs)
- Training & skills/ re-skilling opportunities
- Ag Extension services

Local Development Support
Hudson Development Corporation (microloans up to $35K)
Columbia Economic Development Corporation (microloans)
Philmont Beautification, Inc.
Bank of Greene County (previous loans to Philmont Beautification, Library)

Skills & Training
Hudson Development Corporation (business seminars)
Columbia Economic Development Corporation (business seminars)

Marketing
WGXC community radio (Columbia / Greene counties)
Hudson Valley Web Design (graphic design / video services)
Fab Web Work (custom design; self-serve WordPress)

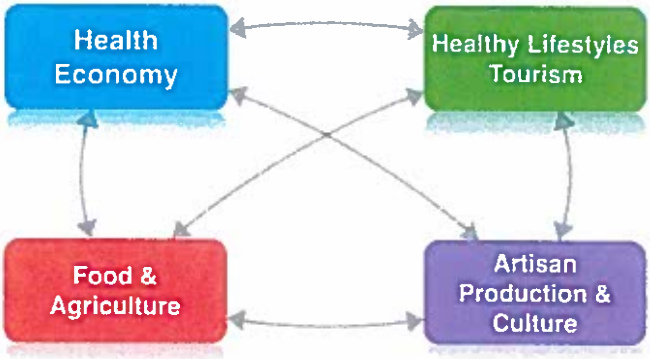
Entrepreneurship services
Retiree consulting network
CEDC / HDC (support entrepreneurs, not 'mom and pop' businesses)
Foundations purchase / sustain local businesses (e.g. Hawthorne Valley)
Agricultural hub; local participation
FarmOn! Foundation (agricultural education and training; wholesome nutrition services to support local community and improve well-being)

Philmont / Columbia County Businesses (registrars):
http://philmont.org/business.html
https://www.columbiachamber-ny.com/business-directory/

2. Approach

2.1 Approach

From an economic and community development perspective, the primary goal for Remaking Philmont's Waterfront is to increase the quality of life for local residents in a way that promotes prosperity and economic resilience. All brownfield development and associated community development projects have the potential to support specific opportunities and to address specific gaps. After multiple community conversations and analysis of regional and local economic trends, opportunities, momentum, and demographics, we have identified four key nodes of high potential economic development in Philmont:



In the following sections we will analyze each of these nodes in more detail and provide case studies and potential projects identified.

Within each of these areas, Philmont has many exciting projects already underway. Our approach focuses on harnessing existing momentum and community will and aligning disparate efforts into a coherent vision. Specific initiatives and concepts will clearly linked to potentials for Waterfront Redevelopment and Main Street Revitalization.

Additionally, specific projects and initiatives can be designed and oriented in a way that maximizes potential to catalyze community and economic development. Following are three overlapping strategic focus areas that help tell the story and align the vision of Philmont's economic development trajectory.

Strategic Focus Areas for Waterfront Redevelopment Projects:

- *Invest in local people:* skills development & expansion, skills diversification, empowerment/ participation, support systems. Investing in local people focuses on developing opportunities for local people to diversify income, to build skills and entrepreneurial abilities, and to access finance for micro, home-based, and small businesses.
- *Invest in ecologically sustainable projects*: create and retain local natural capital such as healthy watershed, healthy forests and ecosystems, high soil fertility, clean energy. Ecologically sustainable projects create community assets for
- *Invest in local production systems:* create and retain local capital by localizing food systems, artisan production, healthcare and wellbeing, and energy production. Investing in local production systems could include support for building/

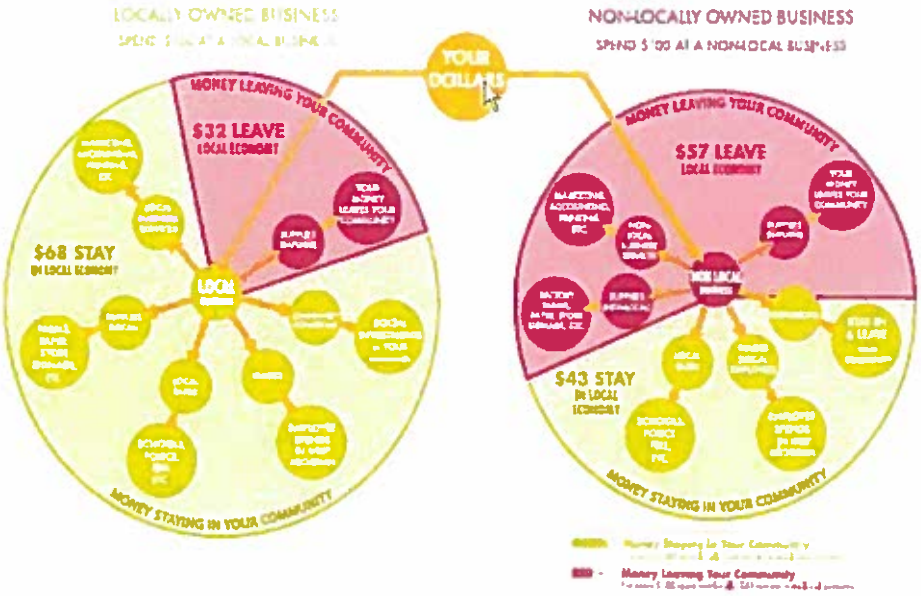
renovating facilities, purchasing shared equipment, facilitating appropriate business models (such as cooperative structures, or public private partnerships).

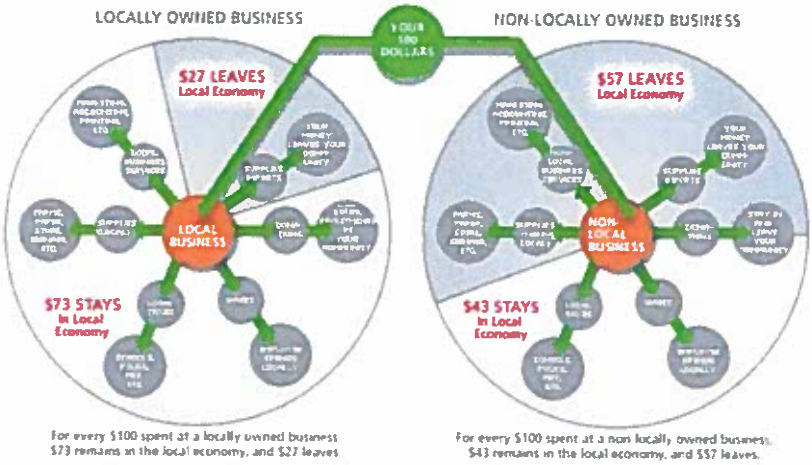
In designing and prioritizing projects we emphasize the medium and long-term resilience of the economy. The concept of the Resilient Economy includes: creating and retaining economic value locally, fostering and maintaining strong local and regional networks, and highlighting the quality of life for local residents (people's own experience of their community). Attracting visitors and new residents, and increasing property values needs to be carefully managed to maximize the benefits for local residents from all walks of life, especially emphasizing increasing opportunities for low-income residents.

This also includes addressing key areas of economic leakage. "Leakage" can be considered in terms of money that is not re-circulating in the local economy. For example, "leakage" might be dollars spent by restaurant owners to purchase food not grown locally. "Capture" would be their profit on selling meals prepared with both local and non-local food. Additionally, "leakage" could be considered money spent that is not benefiting the community, such as paying high prices for energy heating houses that are not properly insulated.

The importance of support local businesses by increasing the percentage of local purchasing both from business to consumers and from business to business (such as restaurants purchasing produce from local farmers) is demonstrated by the figure below.

Advantages of Locally Owned Business





Source: http://visual.ly/locally-owned-business-vs-non-locally-owned-business-spending

2.2 Economic Development Nodes

The primary economic development nodes identified as relevant to Philmont include: Healthy Lifestyles Recreation & Tourism, Health & Wellness Economy, Sustainable Food and Agriculture, Artisan production & Culture. These broad categories along with sub categories listed below will be discussed in more detail in the following sections.

Health Economy

- Senior Care
- Alternative Health & Medicine
- Health & Fitness activities

Food & Agriculture

- Ecological Farming
- Farm to Fork Restaurants/ Events
- Value-added Production
- Farming/ Agricultural Education

Healthy Lifestyles Recreation & Tourism

- Outdoor recreation/ Ecotourism
- Educational/ skills development (arts & artisanship, wellness, and food production and preparation)
- Cultural/ Historical Tourism
- Agro-tourism & Gastronomy Tourism

Artisan Production/ Culture

- Galleries, Cultural Spaces
- Cultural Events/ Festivals
- Creative Industries
- Promoting Artisan Crafts: Leatherwork, blacksmith, silversmith, ceramics, etc

2.3 Creating Synergies

Within each Economic Development Node, it is possible to design project that have synergetic potential with other nodes, as well as creatively address challenges and opportunities specific to Philmont. Project must also be clearly linked to the area within the scope of the Waterfront Revelopment Project – this includes Main Street, Mill District, Waterfront, and adjoining trail systems.

Designing Specific Initiatives:

Within these general focus areas, it can be useful to ask specific questions while designing initiatives. The follow points can be used to inspire creative responses and can be asked as questions to spur collaborative dialogue.

- Increase wages, benefits, and employment opportunities for local people
- Increase support for home-based businesses
- Expand and diversify marketable skills of local people
- Focus on connecting to existing regional activities
- Build off key drivers in the community
- Leverage Main Street as key economic driver
- Identify and reduce economic leakages
- Increase QoL: walkability, recreation opportunities/ areas (waterfront, water activities, hiking paths, parks)
- Take advantage of new business models/ community development models
- Increase social capital and networks both within Philmont, and Regionally

Over the long-term the key to maintaining projects, momentum, and ongoing responsiveness to emerging challenges and opportunities is the ongoing process of keeping local and regional networks alive and active.[9]

[9] I.J. Terluin. *Differences in economic development in rural regions of advanced countries:an overview and critical analysis of theories.* Journal of Rural Studies 19 (2003) 327–344

3. Food and Agriculture Economy

3.1 Context & Potential Economic Impact

Nationally, over the past decade, the re-localization of food economies has been a growing trend. According the USDA census on agriculture, direct to consumer food sales (defined narrowly as D2C sales of "edible farm products for human consumption") increased 3x from 1992 – 2007 from $404 million to $1.2 billion. Direct to consumer sales actually grew twice as fast as total agricultural sales (105% vs. 48%).[10] In 2008, local food sales estimated to be $4.8 billion.[11]

> *"Agricultural Cooperatives are a driving force in this country's thriving farm economy, and because they are farmer owned and operated businesses, the sales dollars and income are more likely to be returned and spent in rural areas and communities."*
>
> *Tom Vilsak*
> *USDA Secretary - Rural Cooperatives magazine. USDA. September/October 2013*

Not only are the number of family-owned and ecologically responsible small farms increasing, but the amount of small-batch locally-based value-added food products has increased, and the number of farm to fork restaurants. New, innovative forms of cooperative businesses and distribution channels have sprung up around the country. Many farmers looking to stabilize cash flow and scale up their production by combining direct to consumer sales with sales to foodservice, institutions and retail food markets (sacrificing maximum unit price for greater sales volume).[12] Across the board, farmers continue to be challenged by the lack of distribution, processing and marketing infrastructure that would give them wider market access to larger volume customers.

Even internationally, the UN has emphasized the necessity of small-scale organic agriculture. Predicting rising food prices rise globally over the next decades, an in depth report in 2010 advocates that food security and related economic resilience depends on a "rapid and significant shift from conventional, monoculture-based and high-external-input-dependent industrial production toward mosaics of sustainable, regenerative production systems that also considerably improve the productivity of small-scale farmers." [13]

In Philmont, the local food economy sector has a high potential to increase the prosperity and quality of life in the village. Currently, there is a growing cluster of independent farmers located in or around Philmont producing a variety of ecological agricultural goods. The primary drivers of the local food economy are: Hawthorn Valley Farm, proximate cluster of 5-7 small, owner-operated farms, two farm to fork restaurants, and the local farmers market. Key to the economy of the village is Hawthorne Valley Farms, operating for

---

[10] The rising importance of locally-grown food in the U.S. food system: A national perspective. Debra Tropp. Chief, Farmers Market and Direct Marketing Research Branch USDA Agricultural Marketing Service Agriculture and Rural Affairs Steering Committee Subcommittee on Agriculture National Association of Counties Legislative Conference March 2, 2014

[11] Included intermediated sales of local food to retailers, restaurants, institutions, food service distributors + direct to consumer sales. Low and Vogel, USDA-Economic Research Service, 2011

[12] Low and Vogel, USDA-Economic Research Service, 2011

[13] "Agroecology and the Right to Food", Report presented at the 16th Session of the United Nations Human Rights Council [A/HRC/16/49] 2010.

over 40 years and has become a notational hub and resource for biodynamic production and education. It complements a range of specialized foods with sustainable practices, including local outreach through education programs.

Main Street witnessed the opening of three successful farm-to-fork restaurants over the past 8 years including Local 111, The Main St. Public House, and the Vanderbilt House. Presently, there is a seasonal farmer's market in town, in operation over the past 5 years, as well as plans for a The Kitchen at Philmont, a shared kitchen space and commercial food production hub and incubation services spearheaded by Philmont Beautification, Inc.. With the visibility and potential of the local food economy becoming more main stream at both the national and local level, local residents continue to be enthusiastic about expanding and deepening current trends.

Claverack Common Hands CSA

In neighboring Claverack the local Common Hands CSA provides fresh produce not only locally but as far away as Brooklyn; or to Hudson's Farm at Miller's Crossing, which sources Long Island City, Queens. Philmont has an equal chance to attract conscientious customers from a broader geographical range.

Expanding high-end, organic farming as well as an agricultural market scene will not only keep more local money circulating within the economy, but will have a positive synergy with healthy life styles recreation and tourism sector and potential within the health economy sector. A strong local food economy that has educational opportunities, appealing local value-added products, food-oriented festivals or events, and farm visit opportunities, will increase the ability of gastronomy & agro-tourism to attract targeted visitors.

Philmont's Target Market:

Columbia County is a leading example of how cultivating and protecting a farming culture can, in fact, support a sustainable (and even expansive) economy. As the region and nation trends towards local-sourced consumption[14], the Columbia Land Conservancy (CLC) has brokered financial agreements with the state to keep farms in business. While over the past decade some 13,000 acres have been lost to commercial development[15], the CLC has preserved a further 22,000 acres for farming.

Protected farms are today attracting a wave of second-homeowners, who have in turn provided a significant boost to the county housing market. Columbia's rurality (i.e. lower cost) is proving attractive, as well, in comparison to higher-cost regions such as the Hamptons.

According to locals, interest in the farmland and farming practices are the primary attraction. New residents are interested in living near their farmer and owning their own

[14] Local-sourced food markets in the U.S. are growing at near 10% annually, with New York and California leading the charge. Relative to the rest of the country, New York State has seen the largest percentage rise of winter-season farmer's markets.

[15] United States Department of Agriculture.

plot of land. Grain CSAs, fisheries CSAs and the like are popping up, as farmers and communities are pooling their resources to provide for themselves and visitors. New Yorkers are turning up regularly to buy local produce, learn about the local farming culture, and return home.

Columbia County is proving every day how to attract new residents and visitors to an agricultural market scene, and Philmont's small network of farmers and CSAs are following suit. The model is not job creation in particular, but rather adding value along the entire chain of food production, encouraging local residents (new and old) and visitors to invest here at home.

3.2 Local Initiatives

Informed by workshops with the community and individual brainstorming sessions, ETG has generated different projects/initiatives that have potential to increase Philmont's food and agriculture economy. There is a great amount of variety in these projects/initiatives that indicate the many different types of opportunities in Philmont. Within these possible projects/initiatives, Chapter 8 provides a more detailed explanation of those projects/initiatives that are more relevant to the Philmont waterfront.

Project ideas/expanding local skills:

- Café*
- Flexible space for community meetings, conferences, events, and a variety of educational workshops in partnership with other local organizations such as food hub or free Columbia*
- Heritage grain mill*
- Brewery*
- Pop-up seasonal food vendors/kiosks, crafts market, farmers market at lakefront
- Organize Food Tourism Association or package offerings*
- Outdoor street-side seating at restaurants*
- Expand "The Kitchen" project*
- Youth hostel for farming, food, and art interns*
- Map of Philmont farms*
- Commercial kitchen coop/food processing hub
- Goat milk production coop
- Use Goats for roadside and park maintenance
- Workshops for value-added product production (jams, oils, canned goods, soaps, fermented vegetables, etc.)
- Combine artisan skills workshop with farm visit
- Farm to Fork festival - or community-wide dinner, celebrating local agriculture and art
- Nutrition and healthy eating workshops for lower-income families

3.3 Local Resources

Philmont has the advantage of having resources nearby that can assist with increasing its food and agriculture economy. These can be resources for planning projects/initiatives, entrepreneurship skills and training resources, and marketing & networking resources.

Some general local resources come from Philmont's geographical location in Columbia County. Columbia County has a Planning Department that has been mapping out potential agricultural districts, where it indicates that Philmont has land with potential for agriculture.[16] Columbia County also hosts a Columbia County Fair every year beginning in 1841, hosted and planned by the Columbia County Agricultural Society. The Columbia County Agricultural Society has a mission to "to improve the condition of agriculture, horticultural, manufactures and domestic economy" in Columbia County.[17] As Philmont is in Columbia County, it is possible that Philmont can benefit from the Columbia County Agricultural Society, and might even be able to participate in the Columbia County Fair.

The Common Hands Farm in Claverack that sources food to the local farm-to-table restaurant, and also sources its produce to a Community Supported Agriculture (CSA) base in Brooklyn, is a tremendous planning resource. This may serve as an example or as a planning resource for Philmont-based farms to source its produce to a farm-to-table restaurant or CSA base. Some other planning resources available to Philmont including Farm Credit East (that disburse agricultural development grants) and the Hudson Valley Agribusiness Development Corporation, which focuses on fostering growth and development of the agricultural sector.[18]

Some entrepreneurship skills & training resources include the Hawthorn Incubator, which helps local entrepreneurs produce food products, and the Cornell Cooperative Extension, which is a non-formal educational program designed to help people use research-based knowledge to improve their farming skills and livelihoods.

Some marketing & networking resources include the Valley Table Magazine, Farm to Chef initiatives through CSA, the Farmers' Market Federation of New York, and the New York State Department of Agriculture and Markets. These resources can be used to increase the visibility of Philmont-based farms, and also increase their customer base.

---

[16] https://sites.google.com/a/columbiacountyny.com/columbia-county-planning-economic-development/agriculture
[17] www.columbiafair.com
[18] http://www.hvadc.org

3.4 Case Studies

Food Hubs[19]

Common Market, Philadelphia Food Hub

Source: http://blogs.usda.gov/2012/01/27/good-food-for-all-people-food-hubs-at-work-in-philadelphia/

Enabling a Truly Sustainable and Economically Viable, Regional Food Culture: Sherwood, OR

Our Table is a cooperative of farmers and producers working together to create handcrafted, thoughtful and delicious food for the local community. Our Table has a multi-stakeholder collective model that harnesses the power of collaboration to create shared value through all stages of food growth and production. The company is a new paradigm for a more localized food system based on a new form of agriculture that blends the wisdom of the past with the science of the present.

The company also works directly with their farm, regional producers and small farmers, and customers. This creates positive synergies that allow regional producers to focus on what they do best and improve the ecosystem. Our Table also goes beyond the model by helping all the farmers to cooperate instead of compete.

---

[19] Sources:
Trends in U.S. Local and Regional Food Systems: A Report to Congress:
http://ers.usda.gov/publications/ap-administrative-publication/ap-068.aspx
(includes webinar)
http://www.washingtontimes.com/news/2012/aug/5/farmers-markets-a-growing-trend-customers-favor-fr/
http://usatoday30.usatoday.com/money/industries/food/story/2011-12-21/year-round-farmers-markets/52128314/1
http://clctrust.org/working-farms/farmfacts/
http://www.nydailynews.com/life-style/real-estate/hudson-valley-farms-sprout-real-estate-appeal-article-1.1046346

Happy Girl Kitchen: Pacific Grove, CA

Todd and Jordan were first introduced to food preservation when they worked to Norway in 1999. Back in the States, living Central Coast, they saw the need to preserve the harvest so people could eat a diversity of local produce year-round. These days, Todd and Jordan keep busy -throughout the year using hot techniques to put up pickles, ja marmalades, jellies, juices, and fresh fi is made by hand and sold in jars. Sales and returnable glass masor watch the action while eating at Happy Girl's café and cannery open every day in Pacific Grove, just blocks from the Monterey Bay Aquarium.

All of the ingredients are organic, and all of the fruits and vegetables come from organic farms around the Central Coast. The apple cider vinegar used in pickling comes from northern California apples. All herbs are from local growers, while the dried spices are sourced nationally.

In addition to making their own products, Todd and Jordan also offer fruit and veggie preservation workshops in San Francisco, Oakland, Santa Cruz, and Monterey. To date, they've taught over 2,000 people how to safely preserve the local harvest!

Grains

North Hampton, Massachusetts:
Hungry Ghost Bakery gets 100 of its customers to trial wheat in their backyards to evaluate best varietals in their region. Initially, this bakery approached local farmers to grow for them, but the farmers did not know what varieties of wheat would grow well in their area.

Island Grains, Vancouver, BC: Land lease from farm with grain production classes. They now hold one-day grain growing workshops.

The town of Skowhegan, Maine
Recently took bids for their 1887 jailhouse, asking price of $200k for the 14,000 square foot building. Winning bid went to a proposal for a grist mill, wood fired oven bakery, and restaurant at the reduced price of $65k. The micro mill will process grain into flour and will be equipped for grain cleaning and grain storage.

Food Hubs/Commercial Kitchens

Toas Food Center: Toas, NM
The centerpiece of the Taos Food Center is a 5000 square foot commercial kitchen, large enough for nine people to process food simultaneously. It is stocked with a wide range of industrial-grade kitchen equipment and can accommodate organic processing. Raw ingredients for the kitchen's various enterprises come from a variety of sources, including local farms licensed to sell to commercial producers, national distributors, and TCEDC's

own garden and greenhouse, which occupy a field behind the kitchen. Some of the entrepreneurs combine purchases in order to qualify for reduced, bulk pricing. TCEDC also owns a specialized truck capable of harvesting livestock on-site at local farms. After preliminary possessing, it delivers the meat to a building adjacent to the kitchen that contains sterile quarters for final processing and packaging.

About 50 small businesses prepare food in the Taos Food Center kitchen. They produce a variety of products for sale throughout the region, as far as Albuquerque and Southern Colorado. Products include traditional food such as tamales, baked goods, chocolate, cream cheese, and hummus. The Food Center hires a truck to make deliveries twice weekly to more than 15 retailers throughout the region. This includes coffee shops, restaurants, cooperative grocery stores and large grocers, including Albertsons and Whole Foods.[20]

Community Kitchen Incubator Supports Small Agribusinesses: Algoma, WI

Farm Market Kitchen, in Algora, Wisonsin, began in the early 2000s as Ms. Mary Pat Carlson and her husband looked to capitalize on their recently purchased 10-acre cherry orchard. In debating how best to process the cherries, Ms. Carlson sought the advice of the Kewaunee County Agriculture Tourism Association. The result: a certified community kitchen to attract locals and help bring ideas to fruition.

Housed in a former utilities building (minimal rent), Farm Market Kitchen provides a solution to the classic problem facing farmers who want to reach new markets for their products: high start-up costs and stringent regulations governing the adaptation of food processing techniques. Farm Market Kitchen, however, is fully stocked, and more importantly fully certified (i.e. equipment is sanitized, building codes are up to date, etc.)

The key takeaway from Farm Market Kitchen is that it exemplifies how, by hand of a focused and entrepreneurial director, a small start-up kitchen leveraged local energy in creating a near-sustaining venture that has not only helped develop business for its renters, but is now beginning to support larger engagement projects.

[20] Building a Community-Based Sustainable Food System: Case Studies and Recommendations. University of Michigan Urban & Regional Planning Capstone Project. April 2009

4. Health Economy

4.1Context & Potential Economic Impact

Health Economy involves three basic subsectors: senior care, alternative health & medicine, and health and fitness activities. In Philmont today, senior care and alternative health care delivery make up the primary drivers of a promising sector.

Coarc, located on Main Street just a half-mile from the village boundary, is a not-for-profit services, activities and care provider for disabled persons, as well as the Columbia County chapter of NYSARC, Inc. *Pine Haven Nursing and Rehabilitation Center*, located just outside of Philmont Village Center, is a county-owned not-for-profit center for advanced care needs with 200 full and part-time workers, which has recently been privatized. *Richardson Hall*, located on Main Street in the center of town, and *Philmont Terrace Apartments*, likewise on Main Street but just outside of town, are government-subsidized senior housing, and managed by private companies; Richardson provides 24 units, while Philmont Terrace provides 32 units.

Otherwise, a growing cadre of home businesses, currently estimated at 49 practitioner businesses, delivers alternative, non-conventional, health care services, including massage/body work, acupuncture, nutritional, herbal medicine, homeopathy, etc.

Philmont is served by the Columbia Memorial Health (CMH) network, comprising 10 primary and specialty care facilities serving 100,000+ Columbia, Greene and Dutchess County residents. Hudson's not-for-profit Columbia Memorial Hospital serves as CMH's hub.

In sum, Philmont's health sector is relatively self-contained; health care is provided by locals, and for locals. Yet a significant proportion of the village workforce shows to be employed within the health sector[21], and cultivating this base will provide a thrust that continues to advance and diversify a local health care scene.

The conception of self-contained and self-serving can be broadened, to an extent, in reflecting key future drivers of a Philmont health economy. Columbia County is highly reliant on tourism, largely of the LOHAS variety (see Section 6). Visitors tend to be repeat customers (e.g. retail / recreational weekenders and cultural tourists from nearby New York City) who invest in local human and natural capital; second-home investment in Columbia County alone makes up a third of like spending in the entire Hudson Valley. This newer demographic is attracted to

Growth of Market for Alternative Medicine

In December 2008, the National Center for Complementarity and Integrative Health and the National Center for Health Statistics released a demographic study on Complementary and Alternative Medicine (CAM) usage in the U.S. In total, the American population spends $33.9 billion on CAM therapies, and people aged 50-59 represent the highest frequency of usage (44.1%). Following the American Indian population (50.3%), American Whites represent 43.1% of CAM consumers.

[21] Columbia Memorial in Hudson represents the county's only conventional hospital (while on average NY State counties house 4.71 hospitals / health care centers), yet the percentage of Columbia's workforce employed in 'Health Care and Social Assistance' is 20.1% – highest among NAICS classifications.

Philmont because of a superior Quality of Life and healthy lifestyle, reinforced by the various conventional and alternative services the village can offer. Thus Philmont will look to expand its resources, workforce and infrastructure in meeting the demand of its diversifying resident community.

Philmont's Target Market:
Regional demographic and cultural trends reflect a growing emphasis on senior and alternative health care. In Columbia County, the population is aging. Projections[22] place its senior-aged population (65+) at 25% by 2020 and over 30% by 2030, and Philmont falls in line with this trend, as 45-64 year-olds make up 27.2% of the village today. Further, the county population is 88.2% White (Philmont, 89.9%) and educated (28.4% hold at least a bachelor's degree; in 2005, the national average was 22%).

National studies have shown that middle- to senior-aged Whites, in particular, look to alternative forms of health care (see box). Taking this into account, health services demand at the local level might naturally trend upwards, and the growth of Philmont's health economy will depend on developing and expanding their range of care services.

4.2 Local Initiatives

Moving forward, Philmont can look to invest in its relatively low-skilled workforce to capitalize on this ripening market. Initiatives to create and retain human capital through skills development and diversification will provide a thrust to the local health economy, and in the longer-run generate a better quality of life for all involved.

Professionalizing the caregiver workforce for better senior care:
A higher-skilled health service workforce would best complement senior care. Philmont's existing facilities are not-for-profit enterprises, and while these offer intangible social benefit they more often than not face sustainability concerns, particularly in the face of decreasing public funds. Examples from other communities, however, show that investing in caregiver professionalization can result in significant longer-term savings, principally staff reduction and training costs.

The Not-for-Profit Senior Care Model

The Center for Medicare Advocacy has shown that not-for-profit enterprises, including short-term care and long-term nursing, allocate more time and resources to employees, who in turn cite a marginally higher sense of job satisfaction (when compared to corporate-owned counterparts). This generates positive spillover for patients and residents.

[22] Cornell Program on Applied Demographics

Shahbazim and the Senior 'Green House' Model

The Green House model was devised by Dr. Bill Thomas, who in the early 2000s sought to re-envision senior care through smaller group homes (10-12 residents). Central to the model are Green House caregivers – or shahbazim – who rotate between homes on a multi-monthly basis and undertake responsibilities equivalent to several teams at a traditional nursing home.

Evaluations conducted between 2003 and 2012 determined positive Quality of Life results:

- Green Homes operate at the same cost as the national nursing home median
- Shahbazim report higher job satisfaction (i.e. lower turnover)
- 23-31 minutes more per shahbaz per day in time spent on direct care activities
- Earlier identification of changes in health condition, facilitating timelier intervention

In the fore, a trained shahbaz can offer a wider range of professional services (more often seen in private institutions for higher-income residents) at a closer proximity to residents. Otherwise, the shahbazim are developing as a workforce and human resource. In 2010, after adopting the Green House and shahbazim model in one of their newer buildings, Birmingham's St. Martin's on the Pines reported a 12.5% increase in shahbazim hourly wages (compared to wages at their sister facilities), and a corresponding 81% job satisfaction rate.

http://thegreenhouseproject.org/doc/27/about-evaluation.pdf
http://phinational.org/sites/phinational.org/files/training/wp-content/uploads/PHI-StMartins-CaseStudy.pdf

Expanding the local caregiver workforce could include training for resident health care aides (e.g. CAM practices, creative therapies, and nutrition and alternative care standards); marketing and communication workshops for Philmont's established practitioners; and health-based classes and events for local residents, particularly seniors and youth. The Philmont area provides a number of resources in this regard, including Medical Assistant certification at both the Columbia-Greene and Hudson Valley community colleges.

Infrastructure for a Philmont health economy:
Training in alternative care practices, including various forms of art therapy, can help resident caregivers increase their employability. Basing this activity directly in town will energize a distinctly 'Philmont' health scene.

In neighboring Ulster County, monthly health care clinics run by the not-for-profit Healthcare is a Human Right (HCHR) are on a walk-in basis and free of charge. Given Philmont is less well off than Columbia County as a whole (23,000 mean income per capita in 2010, compared to $33,000 countywide), an alternative health and nutrition clinic – perhaps in the refurbished Summit Mill – would provide an accessible and highly visible hub for health care workers, practitioners, and locals alike. Other platforms to build upon include practitioners' venues, Pine Haven, Richardson Hall and Philmont Terrace.

Bringing Affordable Alternative Health Care to the People

Healthcare is a Human Right (HCHR) is a non-profit organization combining the efforts of 60 pro bono practitioners of CAM treatment: acupuncture, aromatherapy, homeopathy, counseling, massage, reflexology, etc. HCHR operates rotating monthly walk-in clinics at central locations in Kingston, Woodstock and Phoenicia (Ulster County). These are free, as HCHR's director Susan Weeks explains, because holistic and alternative treatments are rarely covered by standard medical insurance. While HCHR doesn't exist to create employment (besides a few administrative positions), it dedicates 100 percent of its time and energy in guaranteeing affordable alternative health care for lower-income residents, in generating positive social good.

Informed by workshops with the community and individual brainstorming sessions, ETG has generated different projects/initiatives that have potential to increase Philmont's health economy. Within these possible projects/initiatives, Chapter 8 provides a more detailed explanation of those projects/initiatives that are more relevant to the Philmont waterfront.

Project ideas/expanding local skills: (*further described in chapter 8)

- Flexible space for community meetings, conferences, events, and a variety of educational workshops in partnership with other local organizations such as food hub or free Columbia*
- Community Park*
- Expand "The Kitchen" project*
- Alternative Health Hub*

4.3 Local and Regional Resources

A healthy lifestyle economy goes hand-in-hand with a burgeoning fitness scene, and Philmont, with ready access to hiking, riding and lake activity, provides ready natural resources for further development. Specific investments contingent on the Summit Reservoir Revitalization Plan can cross over to health care, and thus complement the health economy. Relevant case studies shown in the next section illustrate the complementary impacts of alternative health care initiatives on community quality of life.

Columbia-Greene Community College and Hudson Valley Community College are both valuable resources for obtaining training and accreditation in the medical fields. A Philmont resident would be able to obtain a Medical Assisting A.A.S. or a Medical Office Assistant Certification.

The Hudson Development Corporation is also a valuable regional resource as they focus on sustaining, promoting, and attracting projects that "improve economic opportunities for businesses and residents, create jobs and enhance the quality of life"[23]. The Columbia Economic Development Corporation (CEDC) is very similar, and focuses on strengthening Columbia

[23] http://hudsonfirst.com/2013site/

County's tax base through economic development and job creation. CEDC wants to promote Columbia County as a premier area for business investment and personal opportunity. This shows that they may be amenable to assisting the establishment of a health economy in Philmont.

The Columbia County Community Healthcare Consortium, Inc. strives to increase access to quality health care.[24] The health economy, if developed in Philmont, would definitely fit within their mission of increasing access to quality health care, particularly for Philmont residents. Although they are not able to help fund and establish new health care establishments, they are very interested in facilitating collaborations to improving access to health care and education on health care options.

4.4 Case Studies

Case Study in Wellness Coop

Simple yoga and wellness Coop in Hamilton, Montana[25]

Alternative Healthcare Provision: Ulster County, NY

Based in Ulster County (neighboring Columbia County). Healthcare is a Human Right (HCHR) is a non-profit organization guaranteeing affordable alternative health care for lower-income residents. Combining the efforts of 60 pro bono health practitioners, HCHR provides one-on-one treatment following CAM principles: Acupuncture, aromatherapy, homeopathy, counseling, massage, reflexology, etc.

HCHR was founded by Susan Weeks, a veteran Physician's Assistant of New York City emergency rooms. HCHR's mandate, according to Ms. Weeks, is to provide health care free of charge. HCHR operates rotating monthly clinics (free) for local residents in Woodstock, Phoenicia and Kinston towns. On average, each clinic serves 40-100 people. Clinics are a visible presence, intended to attract locals who need a quick and accessible option.

While they are grateful for donations, HCHR has become a sustainable operation. Given that it dedicates 100 percent of its time and energy in providing a critical social good, HCHR has a definitive positive impact at the local level. While HCHR doesn't exist to create employment (besides a few administrative positions), it affords the local population a much cheaper alternative to traditional health care.

Benefits, Development, and Financing of Not-for-Profit Senior Care: Castlegar, British Columbia

In 2006, a Kootenay Columbia co-operative successfully transformed a 60-acre parcel of land into a sustainable senior living facility. Absent of a ready source of funding, the group instead relied community familiarity in attracting loans from soon-to-be residents who took out equity from their existing homes (but with the knowledge that their homes would soon be sold as they

[24] http://www.columbiahealthnet.org/about/

[25] USDA. September/October 2013 / Rural Cooperatives

moved to the lower-cost co- operative).

The development itself, which became known as Grandview housing, was financed in a unique manner, whereby contractors were not paid up front, but were given lots after the development was complete as payment.

The near-total localization in purchasing, construction and unit sales allowed Kootenay Columbia to further save on mortgage fees, construction loan interest, developer fees and realtors' commissions – an estimated total project cost reduction of approximately 23%.

The research has shown that not-for-profit senior care provides invaluable QoL benefits to residents, and is thus worth conserving. Also, numerous studies have confirmed various economic and social benefits in not-for-profit senior care as compared to a corporate-owned alternative.

Green Home Model for Senior Care: Birmingham, AL

In 2008, St. Martin's on the Pines, a not-for-profit long-term care organization based in Birmingham, Alabama, engaged the Green House model. While the venture required investment in new buildings, St. Martin's was focused on retaining an equivalent level of operating costs.

The Green House model was devised by Dr. Bill Thomas, who in the early 2000s embarked upon a process of deinstitutionalizing health care by designing smaller (10-12 residents) group homes and projecting a sense of autonomy for its residents. Central to the model are Green House caregivers who rotate between homes on a multi- monthly basis and undertake the responsibilities of several teams at a traditional nursing home. The Green House itself is purposefully 'warm' and full of natural light. Today, there are over 150 Green Homes in 27 states.

Among the various positive impacts of Green House living, most cite personal interaction between caregivers and residents. Notably, because residents have their own bathroom and bedroom and generally greater autonomy, daily life revolves not around a schedule of activities (from the resident's perspective) and tasks (from the caregiver's perspective), but rather cultivating meaningful relationships.

As a result of the Green House model, St. Martin's has been able to offer a range of personalized services most often seen in private institutions for higher-income residents, while at the same time retaining an even cost structure (St. Martin's is a not-for profit).

5. Healthy Lifestyles Recreation

5.1 Context & Potential Economic Impact

In its heyday years (1890-1910s), Philmont was a tourist destination, even as an industrial town boasting 16 mills, with its handsome Victorian residences, and attractions including the Empire Hotel, Empire Opera House, Strand Theatre, Philmont Free School, Philmont Free Library, an assortment of churches, and emporia, markets, workshops, even a department story along Main Street. With the scenic attraction of the High Falls and Summit Lake/Reservoir, visitors would arrive by train, horse, buggy, and later automobile to enjoy the town and bucolic rural countryside.

Fast forward to Philmont today, to find the village reemerging and reinventing itself, after a difficult 100 years of mill closures, loss of rail road access, and economic decline. Today, Main Street tourism (eating, shopping, lodging) and eco-tourism (outdoor activities, hiking, biking, boating) are the primary drivers for reawakening tourism in Philmont.

Main Street is revitalizing itself, now with six new storefront businesses since 2007, 3 restaurants, local pub, large discount store, a small eight-bedroom hotel with dining and a bar, and a seasonal downtown farmers' market. The redevelopment potential of the Summit Mill as a multipurpose center for arts & cultural activities, brewery, grain mill, indoor recreation is a key factor in establishing a new destination attraction for Philmont, and a way to link Main Street to the Summit Reservoir.

Eco-tourism and outdoor recreation activities are expanding in and around Philmont. With the recent re-awakening and improvement of access to the stunning 150-foot High Falls waterfall (the tallest in Columbia County), and adjacent hiking trails established by the Columbia Land Conservancy, combined with the potential for revitalizing the Summit Reservoir with its boat ramp provide the basis for reviving local recreation as well as a providing a cornerstone for attraction and growth of regional tourism. The Rod and Gun Club offers multiple outdoor activities for youth and adults.

Agri-Tourism is also developing, specifically focused on the biodynamic farms around the Philmont area (e.g., Harvest Valley Farm, Threshold Farm, Z-Farm, Double Decker Farm, Farm Mill's Crossing, Roxbury Farm) and the Chinese acupuncture herb garden.

Philmont's future key drivers of tourism activities can expand to include the following activities:

- Gastronomy Tourism
- Educational/skills development via touristic activities
- Cultural/Historical Tourism

Philmont's Target Market—The regional tourism market for the Hudson Valley amounted to $3.2b in traveler spending in 2012, supporting 51,388 jobs. Columbia County captured 4.0% of total spending in Hudson Valley and its share is growing. Tourism spending in Colombia County increased by 6.8% from $108 million in 2011 to $115 million

2012. Philmont wants to grow its slice of this tourism spending. Situated only 2.1 miles off the Taconic State Parkway, 11 miles from the City of Hudson, and 15 miles from the foothills of the Berkshire mountains, Philmont can tap into this flow of tourist revenue, by developing its potential and growing its visibility as a tourism destination.

Columbia County's share of Hudson Valley tourism spending has increased in major spending categories (except for lodging), reflecting the highly attractive growth of tourism activities in Hudson, Chatham, and Ghent. It is noteworthy that spending on second home in Columbia accounted for 30% of spending on second homes in all of Hudson Valley. Within the Hudson Valley, Columbia County employment is the most dependent upon tourism with 6.8% of all labor income generated by visitors spending.

Traveler Spending in Columbia County & Hudson Valley ($'000s)

	Lodging	Recreation	Food & Beverage	Retail & Svc Stations	Transport	Second Homes	Total
Columbia County							
2011	$16,975	$7,944	$20,088	$15,539	$20,083	$27,512	$108,142
2012	$16,600	$10,169	$21,942	$17,353	$23,982	$36,584	$126,630
Hudson Valley							
2011	$583,981	$248,290	$819,432	$635,360	$673,335	$105,906	$3,066,304
2012	$607,537	$258,052	$837,746	$649,310	$690,449	$119,773	$3,162,869
Columbia County Share							
2011	2.9%	3.2%	2.5%	2.4%	3.0%	26.0%	3.5%
2012	2.7%	3.9%	2.6%	2.7%	3.5%	30.5%	4.0%

Source: Tourism Economics (2012), Economic Impact of Tourism in New York, 2012 Calendar Year Hudson Valley Focus

Philmont is strengthening its ability to capture tourist spending by revitalizing Main St. and by becoming increasingly attractive as a place for second homeowners.

The growth of tourism in Hudson Valley is primarily driven by day, weekend, and second-home visitors from NYC, Boston, and Albany. The characteristics of visitors to Hudson Valley increasingly fit closely with that of the high-end profile of the so-called "Lifestyles of Health and Sustainability" (LOHAS) market segment. The market segment of LOHAS consumers has recently been identified by market researchers, which in regards to tourism, is closely related to "conscious" or "responsible" tourism, and is particularly focused on health and wellness. LOHAS demographic tourists are often more experienced, higher income, educated travelers with a motivation to improve their personal well-being and an emphasis on quality.

LOHAS is an acronym for ***Lifestyles of Health and Sustainability***, a market segment focused on health and fitness, the environment, personal development, sustainable living, and social justice. www.lohas.com

Philmont, following the trends in Hudson and Chatham, has particular appeal to tap into the burgeoning LOHAS market. Such a focus on this LOHAS market demographic (as opposed to mass tourism), will lead to high tourism expenditures in local businesses and on local, and high value added products, which will mean fewer "leakages" from Philmont's small and fragile community economy.

Philmont's tourism growth will hinge on developing "destination attractions"—such as the High Falls, conversion of the Summit Mill into a cultural hotspot, remaking the Summit Reservoir, agro-tourism—and supporting local businesses to increase their proficiency to tap into this LOHAS-type river of tourism dollars flowing up and down the Taconic State Parkway, and pooling up in nearby Hudson. And rather than attracting "mass market tourists—we don't want streams of tourists in cars coming through town, snapping pics and moving on—we want tourists to come for specific activities - a destination - for alternative health care, to learn something, to visit farms, to buy quality local artisan goods, to attend cultural events, and eat quality local food.

5.2 Local Initiatives

Philmont is taking steps to enhance its capability to grow its touristic potential, and much more is needed. Key economic opportunities for Philmont include the following local initiatives for growing businesses, expanding local skills, and gaining visibility as a tourism destination.

- Create healthy lifestyles tourism association
- Develop tourism packages with local providers (include interesting combinations of outdoor activities, farm visits, alternative health treatments such as massage, gastronomy opportunities, educational opportunities)
- Develop tourism marketing plan
- Increase signage on Taconic State Parkway
- Establish guide training for nature-based educational tours
- Support for seasonal "pop-up" activities, such as crafts market, farmers market
- Innovative interactive interpretive signage in town and in natural areas
- Support for home-based businesses such as airbnb, in-home art studio sales, etc.
- Local Artisan tours
- Support hotels, Airbnb to increasing quality of service, link to local services, local economy
- Establish local boating/bicycle/x-country skis rental business on Summit Reservoir (rowboat, kayaks, canoes, paddleboat, stand-up paddle lessons, fishing gear, etc.)
- Support and accelerate completion of Philmont portion of the Harlem Valley Rail Trail
- Build a biker-friendly business community: hold a biker-friendly business community roundtable; start a "Bicyclists Welcome" program
- Establish local bicycle rental business
- Revive Summit Reservoir community house
- Develop hiking trail system on Eastern hills of Summit Reservoir
- Art, Nature, and Culture interpretive trail system
- Waterfront community house/center
- Community park
- Interpretative Nature Center, with connection to waterfront
- Waterfront resort and/or guesthouse
- Nature-based playground for kids
- Official tourism office on Main Street

- Philmont pocket parks
- Improve public transportation
- Connect lakefront to High Falls Conservation Area
- Trails promoting views of the Catskills Mountains
- Alternative health hub

Cross-over with other Nodes (examples):

- Agricultural Tourism - farm stays, farm tours, support for rural airbnb opportunities,
- Healthy Lifestyles Tourism - fitness and outdoor activities tourism, include alternative health treatments in tourism packages
- Marketing cultural events to target tourists
- Marketing crafts to tourists
- Educational opportunities for tourists - crafts, food preservation & processing, local ecology, outdoor activities

5.3 Local Resources

- Columbia County Tourism Dept. http://www.columbiacountytourism.org
- Hudson Valley Tourism, Inc. http://www.travelhudsonvalley.com
- Columbia Land Conservancy. http://clctrust.org/public-conservation-areas/high-falls/
- Tourism guide training resources ?, (Hawthorne Valley)
- *www.nymag.com/travel/weekends/columbiacounty/*
- www.hvmag.com
- http://www.travelhudsonvalley.com/
- https://www.columbiachamber-ny.com/
- Columbia County Lodging Association: www.staycolumbia.com

5.4 Case Studies

Developments in other communities illustrate the positive impact of local initiatives and how similar efforts in Philmont might be achieved.

<u>Outdoor Recreation & Eco-Tourism – Case Studies</u>

Bicycle Tourism: Benefiting from the Harlem Valley Rail Trail

Bicycling is now the third most common vacation activity in the US (US Travel Assoc.); bicycle-related activity in Portland, Oregon, contributes $90 million to its local economy and provides 850 to 1,150 jobs. Bicyclists are potential customers who, like other tourists, can bring new revenue into your community and support your business. Bicyclists are on average, well-educated older adults from upper income households (usually part of the LOHAS demographic). They typically travel in groups of friends or family members. They are interested in learning about your community and what makes it unique, and in participating in what it has to offer. They spend money. Many bicyclists who tour independently carry a minimum of equipment and pay for lodging in facilities ranging from hostels to hotels and meals in restaurants as they go. In

the context of bicycle tourism, "destination" has a different meaning. For these tourists, it is all about the journey, with the following most important attributes: scenery, rural areas, historic sites and parks, culture and uniqueness.

Positive Impact of Bicycle Trails on Property Values—Prior research has demonstrated access to public trails and parks, including linear rail trail parks, have a positive impact on property values of nearby properties. A study conducted on the Massachusetts Minuteman bikeway indicates that homes along the bikeway sold an average of three weeks quicker than those not along the bikeway and closer to their asking price. Another study on home values near the Little Miami Scenic trail in Ohio indicates that for the average home, homeowners were willing to pay $9,000 extra to be located one thousand feet closer to the trail. Finally, a study about housing preferences of baby-boomers suggests that access to walking/jogging trails is the most important factor when considering retirement locations. All of this is to say that access to trails has a positive impact on property values and adjacent properties in Philmont and elsewhere along the Harlem Valley Rail Trail can expect to see similar results.[26]

Norderstedt, Germany: Interactive Bike Trail

Norderstedt is a city in Northern Germany with a total population of 75,394 that covers 22.4 square miles. Norderstedt has created themed bike/foot trails with seven different themes, with a total length of 80 kilometers. Some examples of the themes are: (1) why you can hear and how sounds are made, (2) how the sun affects our lives, and (3) which animals and plants like to have "wet feet". The first trail, the "trail of sounds" was the first completely finished trail, opened in 2012 along with two other trails that focus on two different types of habitats. This allows bikers and hikers alike to actively experience nature with all six of their senses, which has been proven to increase the understanding of the need to protect biological diversity.

All three trails have signage that show the way with different symbols representing different trails. There are also flyers that include maps of the trails and the positions of the different learning stations available.

Millertown – A small town on the Harlem Valley Rail Trail Flourishing

The tempo of the Village is fast, casual, eclectic, top-quality, yet accessible… it is diversity at its best. The Harlem Valley Rail Trail hosts thousands of visitors each year, and in every season. It is estimated that in the proximity of Millerton, the Harlem Valley Rail Trail has 111,380 users annually (and 54,908 users annually around Copake.[27] The increasing popularity of bicycling along the picturesque Rail Trail has played a starring role in the energetic life of a charming village … called Millerton. The Harlem Valley Rail Trail is an all season natural resource for the community that

[26] Camion (2013) Catskill Mountain Rail Trail: Economic & Fiscal Impact Analysis
[27] Ibid.

draws many people to Millerton. Village Bicycle is an out growth of the very popular Rail Trail. In July of each year, the Harlem Valley Rail Trail Association hosts the Bike New York "Harlem Valley Rail Ride," which draws hundreds to the community for the weekend. The new businesses include a new food business and café, two home furnishings boutiques, a wine boutique, a floral boutique, and a photo gallery and studio.

Erie Canalway Trail from Buffalo to Albany: "Bicyclists Bring Business"—The Erie Canalway Trail is attracting a significant number of bicyclists who are supporting local businesses along its 360 mile trail. Parks & Trails New York and the New York State Canal Corporation have conducted "Bicyclists Bring Business" roundtables in communities across the state to help local businesspeople seize the economic opportunity presented by rising interest in bicycle tourism. They have developed a guide for supporting communities to create a bicycle-friendly business community. The basic elements include: Welcome bicyclists. Give them information. Help them find you. Provide safe access. Bicyclists need parking, too! Make the amenities (water, public restrooms, showers) easy to find.

Local Impact of Developing the Catskill Mountain Rail Trail—In a recent study estimating the economic impact of developing the 32 to 38 mile rail trail connecting the City of Kingston with Belleayre Ski Resort in Ulster County, it was estimated that the new trail would generate 140,000 trail users annually, with about a quarter being visitors from outside the county. Based on average spending per day figures, it was estimated that these non-local visitors/trail users would spend $2 million per year locally. This would also generate another $1 million in indirect "spillover effects" for a total of $3.1 million in new sales in the County, 44 new jobs, and $1.1 million in new earnings. In addition, Ulster County will receive $111,844 annually in sales and bed tax revenue generated by this new economic activity.[28]

Scotland Neck, North Carolina[29] - An outdoor paradise for fishing, hunting, and eco-tourism

Scotland Neck's first step was to remove the barriers that were inhibiting the growth and expansion of local fishing and hunting guide service businesses. To provide more and better access to the Roanoke River, the town partnered with the North Carolina Wildlife Resources Commission to improve the local boat ramp on the river. In response to a request from local hunting guides, the town began providing marketing and advertising support to guide service businesses by branding the town as "an outdoor paradise." On a continuing basis, the town encourages hunting on nearby game lands by distributing brochures for local guides and linking visitors to guides through the town's website. The town also takes out advertisements in local and regional media outlets, including magazines and television. Scotland Neck hosts a deer-hunting contest, followed by a Hunter Appreciation Dinner and Banquet every January. *All of this activity is aimed at improving the ability of local guide services to bring more tourists into town.* Further, recognizing the hidden value in the flat, rural back roads surrounding Scotland Neck, the town initiated an annual Country Roads Bike Tour to promote bicycle tourism. Each year the town hosts the Crepe Myrtle Festival, the Classic Car Show and Christmas on the Commons. In addition to building cohesiveness within the community, these events bring in hundreds of visitors, who spend thousands of dollars on food, shopping, lodging and entertainment.

---

[28] Ibid.

[29] Will Lambe, Small Towns Big Ideas: Case Studies in Small Town Community Economic Development, Raleigh, NC: UNC School of Government.

Finally, Scotland Neck's tourism strategy is anchored by its promotion of the Sylvan Heights Waterfowl Park and Eco Center, internationally known for breeding and conserving rare species of waterfowl. In addition to providing marketing support and grant writing assistance, the town provides in-kind electricity to the facility. The town partnered with the North Carolina Zoological Society to build an education center in Scotland Neck that will draw upon the resources of Sylvan Heights. The center will accommodate thousands of visitors annually who will spend money, pay sales tax and help boost the local economy.

Direct Impacts:

- In 2005, several new small businesses opened on Main Street. Luigi's restaurant is packed on weekends. Piney Woods Bait & Tackle Shop took advantage of the increased flow of outdoor enthusiasts.
- From 2004 to 2005, local hunting guide revenues increased by 50 percent.

Nature Center, Pinetop, AZ: White Mountain Wildlife and Nature Center, Inc. connects people with wildlife

This initiative exemplifies how a small town with natural resources was able to change the social and economic panorama of the region. White Mountain Wildlife and Nature Center, Inc. (WMNC) is a tax-exempt, nonprofit educational organization established in 2003. The aim of WMNC is to connect people with wildlife through educational experiences that inspire appreciation, responsibility, and respect for the inter-relationships among humans, other living organisms, and the natural world we share.

The result is a nonprofit educational organization with "green" building plans that include classrooms, a Wildlife Rehabilitation Center and interpretative areas among others. To [illegible] efit adv[illegible] to the community. Not just [illegible] multiple use of their lands and resources but also educating visitors and encouraging responsible action to better live with the natural resources.

Development of a nature center in Philmont would support its evolution towards becoming a sustainable community and minimize immediate and long-term impacts on the environment. As with White Mountain, the center will attract visitors from the broader region and promote a positive relationship between the government and the private sector.

The potential goes beyond the nature center because new opportunities can be created, like new partnerships with local schools, create a focal point of environment preservation in the community, welcome biker-friendly visitors among others.

Peace River, FL: Pointers for Starting a Canoe/Kayak Rental Business

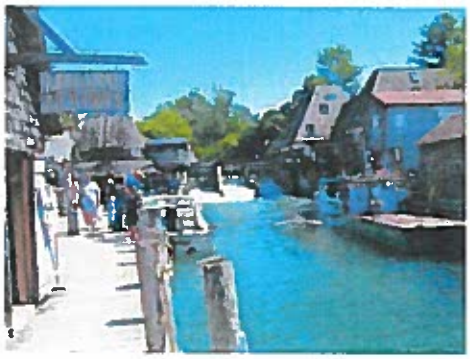
Leslie and her husband, tired of city life, decided to quick their nine-to-five jobs and left town for the country. After a few months they borrowed money from relatives for a down payment and put all their savings into a used van, a canoe trailer, 16 canoes, and some camping gear. They called their rental offshoot the Withlacoochee River Canoe Outpost. Today business is booming. About the only thing they regret is that they didn't dive into this line of work sooner!

Below are some of their insights about starting up a canoe/kayak rental business, which could be applied to such a business on the Summit Reservoir:

- Understand that this is a lifestyle business, which means your main motivation should be a passion for outdoor recreation and a desire to help grow the community, rather than profit.
- A kayak/canoe rental business is not likely to be your prim ary sou seasonal business and you w ill likely ne Labor Day to Memorial Day.
- You will need cash and/or financing for the upfront expenses; you will likely have to be patient to achieve a modest income from this entrepreneurial venture.
- A kayak/canoe startup rental business is risky; we advise working with municipalities or community organizations to identify public-private partnerships that already exist within the community. For example, is there space in a public park that already has restrooms and/or other amenities, where a kayak/canoe rental could be set up?
- According to our market research, a successful rental business in Philmont should concentrate on attracting weekend/holiday and school-group markets.

Cultural/Historic Tourism - Case Studies

Waterfront Revitalization in Leland Michigan:



The decline of a traditional waterfront industry is not necessary a precursor to complete economic downturn. The town of Leland, Michigan, faced an issue common to small coastal villages across the country: declining commercial fishing. Leland, however, turned this into a positive by dubbing the entire dock area as 'Fishtown' and registering the complex on the National Register of Historic Places. Structures were preserved or renovated slightly, and today visitors enjoying nearby recreational activities at Lake Michigan and Lake Leelanau stop over to tour the wharfs and discover Leland's unique maritime history.

Hillborough, North Carolina – Small town near major highway, Preserving the Past, Building the Future—A small town in rural North Carolina, Hillsborough achieved success

by blending heritage preservation and tourism with proactive growth management. How did this small community achieve such impressive outcomes. Location is a critical factor in Hillsborough's success. It lies at the intersection of two major highways and within commuting distance of major regional employment centers. Second, the community has taken a multi-jurisdictional approach to planning for growth by involving Orange County officials in strategic planning. The community was fortunate to have leaders, beginning in the 1950s, who recognized the importance of preserving historic assets. They had the vision to understand the link between preservation and economic development. Current town leaders inherited a well-preserved cultural and physical environment. They were able to capitalize on it to offer visitors a unique tourism experience and residents a great quality of life. More recently, Hillsborough has put in place a funding mechanism to promote tourism. Finally, a spirit of volunteerism and risk-taking pervades the civic culture in Hillsborough.30 For Philmont, this case demonstrates that a long-term and proactive effort to preserve a community's historic assets can pay major dividends in terms of growing a tourism economy and maintaining a unique quality of life for new and existing residents. Local officials in Hillsborough created a historic district and have been vigilant in maintaining the standards associated with that designation. Tourists are attracted to Hillsborough's historic and cultural attractions and tourists spend money in local businesses, restaurants and hotels. A local tax on prepared food captures a portion of this spending and recycles it into additional promotion of historic Hillsborough.

Beaver Mill (North Adams, MA) - Adaptive Repurposing of Old Mill for Artists
Beaver Mill (and Eclipse Mill) has been renovated through the direction and funding of Eric Rudd. These are upfront, capital-intensive investments that cater to the new artist community in the North Adams area. The Beaver Mill is a 130,000 square foot historic brick mill on 27 acres of woodland. It is home of the Contemporary Artist Center that takes up 25,000 square feet comprising of artist galleries, residency hall, and studio space. This is a non-profit based initiative founded in 1990 for working artists to have a place to share, learn, and exhibit their works, and to encourage the making and appreciation of contemporary art.[31]

---

[30] Small Towns, Big Ideas— Case Studies in Small Town Community Economic Development, University of North Carolina at Chapel Hill (2008)
[31] http://web.williams.edu/wp-etc/ces/delftree-mill.pdf

6. Arts, Artisanship, Culture

6.1 Context & Potential Economic Impact

The Arts and Culture sector is often a key driver of community and economic development. Not only does investment in arts and culture build a sense of community pride and a unique sense of place, but it also results in measureable, resilient economic growth. In the Philmont context, this sector includes fine arts and cultural performance, arts education and therapy, and DIY or home-based production of artisan objects and crafts, and art and place making.

> *"Not even Rip van Winkle could sleep through the cultural clarion of today's Hudson Valley."*
> —Sascha Zuger, National Geographic Traveler, December 2012/January 2013

According to a recent Brooking Institute research project, the economic benefits created by production of arts and culture are actually more likely to persist over time than other modes of production.[32] To give some context, in 2005, the sub-industry of nonprofit arts and culture generated $166.2 billion in economic activity nationally, and supported 5.7 million full-time jobs.[33] Another study by the Craft Organization Development Association in 2001, the U.S. craft industry was identified as having a $13.8 billion economic impact and the average income for full-time crafter was $50,000 after expenses —26 percent above the national income.[34] These impressive statistics don't even include additional benefits reaped via the tourism industry, increased real estate valuation, jobs for art educators or counselors, informal market arts and crafts, or the intangible benefits of quality of life for local residents.

Philmont is well positioned to use the Philmont Waterfront Redevelopment Project to catalyze and take advantage of a renewed arts and culture focus in the local economy. Making arts and culture a priority area for economic investment makes sense. There is strong local support, arts projects and initiatives already underway, and a diversity of skilled artisans and artists within the community. Regionally, there are vital arts and

---

[32] Michael Rushton. and Rocco Landesman. Creative Communities: Art Works in Economic Development. Washington: Brookings Institution Press, 2013. Project MUSE. Web. 10 Apr. 2015. <https://muse.jhu.edu/>. Pedroni and Sheppard ask does arts and culture production result in more permanent increases in local economic growth? (Does it last longer than other kinds of economic production). According to their studies, the answer is yes.

[33] Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences (2007)

[34] The Craft Organization Development Association (CODA) 2001 survey, The Impact of Crafts on the National Economy

For the first time national comparisons were possible with other industry sectors such as:

Craft ..... $13.8 billion
Shoes ..... $41.6 billion
Fuel Oil & Coal ..... $13.2 billion
Magazines ..... $31.9 billion
Taxicabs ..... $3.7 billion
Airline Tickets ..... $29.5 billion
Tobacco ..... $2.4 billion

culture networks and resources that extent to the regional hub of Syracuse and the global hub of New York City. Additionally, the Etsy headquarters, the pioneering "peer economy" internet company worth 1.6 billion USD, is located in nearby Hudson. Although we don't have statistics for Columbia County, in the neighboring Mid-Hudson region, almost half a billion dollars in economic activity is generated by arts and culture, which directly or indirectly provides employment for almost 5,000 residents.[35]

With a spirit of innovation and an entrepreneurial focus, Arts and Culture sector can interact synergistically with the three other identified economic opportunity nodes, expanding employment and income possibilities.

In particular, the Arts sector will be a necessary component of Philmont's tourism strategy - cultural tourism cannot happen without the involvement of multiple sectors within a locale or a region. Nationally, local attendees of art's events spend an average of $19.53 and out of town attendees spend $40.19 – this includes food, lodging, parking, and transportation.[36] Similar positive spending impacts on the local economy from the growth of arts-related activities is seen in other regions of New York and comparable counties in other states.[37] Tourists visiting an area for cultural events stay longer and spend more money and are thus a key target demographic for tourism campaigns.[38] More about tourism spending related to arts and culture activities is covered in Chapter 6, Health Lifestyle Tourism. Emphasis on art in the community will not only draw tourists for specific events or products, it can enhance both main street tourism eco tourism and outdoor recreation. Adding sculpture, murals and creative signage for placemaking and wayfinding increase the attractiveness of a tourism destination, especially if it is done in a way that engages the community and serves to increase community pride and feeling of connection to place and local history.

In the agricultural sector, artists and artisans can team up with local farmers to create labels and creative packaging for value-added agricultural products. Artisan crafts and arts are a natural fit with sustainable farming, often being paired at farmers markets and in

---

[35] Mid-Hudson Arts and Culture: The Economy Impact. Center for Research, Regional Education and Outreach's (CRREO). July 2014

[36] Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences (2007) documents the key role played by the nonprofit arts and culture industry in strengthening our nation's economy. View our most current data from the Arts & Economic Prosperity IV report, released in 2012. (http://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-iv)

[37] http://www.americansforthearts.org

[38] As communities compete for a tourist's dollar, arts and culture have proven to be magnets for travelers and their money. Local businesses are able to grow because travelers extend the length of their trips to attend cultural events. Travelers who include arts and culture events in their trips differ from other U.S. travelers in a number of ways.

Arts and culture travelers:

- Spend more ($623 vs. $457)
- Use a hotel, motel, or bed-and-breakfast (62 percent vs. 55 percent)
- Spend $1,000 or more (19 percent vs. 12 percent)
- Travel longer (5.2 nights vs. 3.4 nights)

(Source: Arts & Economic Prosperity III)

local farm stores. Additionally, art workshops could take place within the context of rural agriculture, including links to farm stays. Once again, this synergistically links to a broader tourism strategy.

In the health economy sector, health care support workers could expand skills by learning art therapy or arts programming skills, or, visa versa, local artists could be trained to work with older adults and guide them through the creative processes. Expanding and diversifying skills of local people gives resilience to the community, and allows people to respond proactively to changing economic opportunities in the region. There is a growing diversity of art-based health programs in facilities across the country. [39]

In Philmont, supporting the arts and culture sector could take the form of a) shared work-space and tools/ artist cooperative with retail b) space for classes/ educational opportunities c) entrepreneurial support for developing and promoting micro and home-based businesses d) coordinated marketing campaign e) support for networking and coordinating activities across economic sectors.

6.2 Local Initiatives

Project ideas/expanding local skills: (*further described below)

- Special events in the Mill*
- Lighting of the Mill*
- Artisan Co-op*
- Artisan Workspace*
- Tool sharing cooperative*
- Flexible Space*
- Heritage Grain Mill*
- Mill District history interpretive trail*
- Pop-up seasonal food vendors/kiosks, crafts market, farmers market at lakefront*
- Add interesting sculptures, murals, or art installations to nature paths, waterfront, Main Street areas*
- Art on Main Street*
- "Discover Philmont" tourism packages*
- Youth hostel for farming, food, and art interns*
- Map of Philmont Farms*
- Mural of Philmont faces*
- Organize and marketing cultural events to attract tourists - such as art fairs, craft markets, parades, music events, gallery openings
- Art Therapy courses - teaching arts and crafts to seniors, children, and other residents
- Combining crafts with packaging for local produce - labeling/ design, storage, packaging

[39] A rich list of case studies and examples of art in healthcare programs: http://arts.gov/accessibility/accessibility-resources/leadership-initiatives/arts-healthcare/arts-endowment-issues-0

- Focus on support for home-based and micro businesses - link to etsy.com, financing, legal advise, etc.
- Entrepreneur skills workshops for crafts people, artists
- Develop Artisan skills workshops for tourists
- Teaching youth artisan skills, such as shoe making

6.3 Regional Resources

Free Columbia

Free Columbia is a Philmont-based arts organization that offers classes and organizes cultural events. In 2013/14 eight people participated full-time, 120 people in part time intensives both locally and in California, Oregon, and Washington DC. 2200 people saw the 2014 puppet show of the legend of the Peacemaker. In Free Columbia's four Art Dispersals 295 works of art have been dispersed. Donations to support free culture were accepted from the recipients. Now in its sixth year Free Columbia includes nine full-time students, part-time courses in fine and practical arts for adults and children, movies, performances, lectures, art dispersals and study groups.[40]

Columbia County Council on the Arts

The Columbia County Council on the Arts has over 800 members. Their mission is to: 1) produce programs that advance the arts and engage our county's residents and visitors; 2) provide services that support our county's cultural organizations, artists and resident participation in the arts; 3) build collaborative partnerships within the county and beyond so that our vision becomes a reality.[41]

The Community Arts Grants Decentralization Program (DEC) is funded by the New York State Council on the Arts (NYSCA).

This program provides funding to community-based not-for-profit organizations and artists sponsored by these agencies. Decentralization funds are also available to local municipalities, towns and villages for cultural and arts programming. These funds are intended to support programs and services with strong public components providing direct benefit to county residents.

Art School of Columbia County

The Art School of Columbia County is an art school that is targeted towards adults at different places in their creative development. They provide a variety of classes including oil painting, monoprinting, digital photography, mixed media, watercolor, etc. The school also provides grant-based programs for children in schools, libraries, and community centers. There is also a special family program held in November. Their vision is to nurture creativity and community through visual arts.[42]

---

[40] www.freecolumbia.org/
[41] http://www.artscolumbia.org/
[42] artschoolofcolumbiacounty.org

Columbia Country Arts
Through our Member's Grant Fund we award grants to qualified Columbia County arts organizations. One-fourth of all our undesignated income goes into this fund, so every unrestricted dollar we receive directly supports these local arts organizations. We sponsor our annual Arts Awards, and our biweekly e-newsletter, Arts in Columbia County, tells the stories of our county's artists, arts groups, and arts education.[43]

Community Arts Grants Fund and a grant from the Chatham Education Foundation of the Berkshire Taconic Community Foundation.

Perform Columbia
PerformColumbia is an association of twenty-four professional and community-based organizations. Our members have come together to promote and nurture the performing arts as essential to a healthy economy and cultural life in Columbia County. The performing arts businesses in PerformColumbia produce theater, music, opera, film, circus, variety and more. The performing arts are serious business in Columbia County with an estimated annual economic impact of over $8 million.[44]

6.4 Case Studies

Beaver Mill, North Adams, MA - adaptive repurposing of old mill for artists
Beaver Mill (and Eclipse Mill) has been renovated through the direction and funding of Eric Rudd. These are upfront, capital-intensive investments that cater to the new artist community in the North Adams area. The Beaver Mill is a 130,000 square foot historic brick mill on 27 acres of woodland. It is home of the Contemporary Artist Center that takes up 25,000 square feet comprising of artist galleries, residency hall, and studio space. This is a non-profit based initiative founded in 1990 by Eric and Barbara Rudd for working artists to have a place to share, learn, and exhibit their works, and to encourage the making and appreciation of contemporary art.[45]

Star, North Carolina: Starworks, linking mill revitalization to local area development

In the face of shuttered textile mills and climbing unemployment,
Star joins with a regional nonprofit to develop a business incubator, located in a former mill building, which provides space and training to local artisans and small business entrepreneurs.

In 2005, Central Park NC, a local not-for-profit in the town of Star, North Carolina, opened a business incubator in formerly occupied Renfro Mill to the north end of town. Renfro Mill, once a hosiery factory, had fallen into disrepair yet offered an attractive 150,000 square feet of space. The new

[43] http://www.columbiacountyarts.org/
[44] http://www.performcolumbia.com/
[45] web.williams.edu/wp-etc/ces/delftree-mill.pdf

incubator, termed STARworks, was intentioned as a forming ground for profit and not-for-profit startups. Its residents over the succeeding years would include a glassmaking studio, a sustainable agriculture CSA, a geothermal company, and several creative arts organizations.

STARworks' bylaws include terms stipulating that, once their businesses have expanded sufficiently, tenants will relocate within the Star itself. This policy reflects Central Park NC's mission of local area development. Consequently, each new STARWorks tenant must prepare a business plan detailing the market potential of their product as well as an estimation of local jobs that can be created. On their end, Center Park NC provides business and marketing coaching.

In conjunction with its rehabilitation of Renfro Mill, Star set about renovating its downtown business district in ensuring an attractive setting for STARWorks' 'graduated' businesses. With support from Central Park NC, the town created a local citizens' group to help spur this revitalization. This group was subdivided into six teams ranging from economic restructuring to general promotion to the marketing of Star's downtown. In 2008, after two years of operating via the Renfro Mill, STARworks' Star Kilns (ceramics worker) relocated downtown.[46]

The Crane Building

The Crane Building in North Philadelphia is an example of a facility-centric redevelopment for creative businesses and artists. Originally built in 1905 as a plumbing warehouse, the building today houses Crane Arts (www.cranearts.com), with four floors of artist studios and suites and a variety of project spaces available for community programs and cultural development. Facilities include an art-restoration studio, a ceramics studio, a multimedia studio, and a printmaking, painting, and sculpting studio. One of the office suites is a cultural co-working space opened by Peregrine Arts (www.peregrinearts.org) for entrepreneurs, consultants, artists, writers, visionaries, and anyone working in design, media, history, the arts, and cultural heritage. The building has been successful enough that Crane Arts is considering opening another building. As an economic development tool, the building is beneficial not only to the creative occupants but to adjacent communities and the design profession as a whole. For example, during the recent economic recession, local architects with few or no incoming projects participated in a gallery exhibit at Crane Arts in an effort to "get back to the act of making things." The exhibit was an effective tool for marketing and design.[47]

Sanctuary Lofts

In Tampa, Florida, a local developer designed and created the Sanctuary Lofts[48] as an urban revitalization project to concentrate creativity and attract residents back to the downtown. The project began with an early 20th-century Greek Revival church in the Tampa Heights

---

[46] http://colabradio.mit.edu/creative-enterprise-gains-ground-through-its-diverse-strategy-and-by-linking-to-larger-markets/

[47] https://www.planning.org/research/arts/briefingpapers/vitality.htm

[48] www.sanctuarylofts.com

historic district that was transformed into loft apartments with space for creative-studio rentals. Many of the existing materials were salvaged, including doors, windows, pews, and hymnal racks. Sanctuary Lofts now serves as workspace for painters, artists, photographers, designers, and architects. This unique living space can assist in facilitating communication between creative organizations and the public and can create a stronger sense of identity for community residents.[49]

Edenton, North Carolina:
Elected officials in Edenton partner with an historic preservation nonprofit organization to turn the dilapidated Edenton Cotton Mill into a new economic asset for the community. This public-private partnership has resulted in upgraded infrastructure, private investment in real estate, higher property values and preservation of Edenton's historic assets.

Black Mountain, North Carolina:
This small town bridges a thriving local arts scene with economic development to restore its cultural identity and enlarge the tax base.

Colquitt, Georgia: Colquitt uses the arts as a tool for community empowerment and economic diversification. The success of a community-based performing arts project has resulted in extensive downtown revitalization and economic development.

Elkin, North Carolina: Elkin builds on the local craft economy by investing in an artisan craft guild and an apprenticeship program. The apprenticeship program provides crafts training, small business courses and mentorship to artisan entrepreneurs.

Nelsonville, Ohio: Revitalization of Nelsonville's downtown

Civic leaders in this historic coal mining community subsidize downtown storefront rent for artist-retailers. Over a period of five years, artists clean up downtown storefronts and bring the town's downtown square back into economic productivity. The revitalization of Nelsonville's downtown square is partially attributable to a strategy of subsidizing rent for artist retailers. In exchange for rent support, artists have been required to invest their sweat equity into rehabilitating storefront spaces. Over a period of five years, artists clean up downtown storefronts and bring the town's downtown square back into economic productivity.

New York Mills, Minnesota: This town invests in the creative energy of rural artists. Through a regional cultural center, New York Mills attracts outside talent and energy into town, bringing fresh perspective on the community's challenges and opportunities.[50]

---

[49] https://www.planning.org/research/arts/briefingpapers/vitality.htm
[50] Unless otherwise noted, case Studies from: Will Lambe, Small Towns Big Ideas: Case Studies in Small Town Community Economic Development, Raleigh, NC: UNC School of Government.

Siler City, North Carolina[51, 52]
Art Force links artists and artisans with designers and manufacturers to expand economic opportunities for boutique rural manufacturing. Art-Force explored developing ties for artists within the manufacturing sector to provide alternative sources of income for which their professional training and expertise could spur further product and economic development.

Through research and extensive interviews with county economic development directors, Art-Force focused on small rural manufacturers in the Piedmont region of North Carolina to create new products cooperatively with professional visual artists and designers.

Calumet Michigan: The Vertin Gallery[53]
Nobody expected it to happen in Calumet. You do not just pass through Calumet; you have to purposefully go there. The Vertin Gallery is a 9,000- sq.-ft. fine arts and crafts gallery on the first floor of an 1885 Jacobsville sandstone brick block building in the heart of historic downtown Calumet. This gallery brought in close to $85,000 in 2005 and is anticipating doubling that for 2006. The Vertin Gallery and artist studios on the second and third floors are the result of owners Tim Lyons' and Dr. Bonnie Hafeman's dedication to preserving the building, and artist Jikiwe's (Ed Gray) vision for a gallery and community of working artists. Jikiwe, a well-established potter from Fennville, arrived in Calumet in the fall of 2004, rented studio space for himself and within months brought together a core family of artists to exhibit their work in a first floor gallery. By fall of 2005, more than 67 artists were represented in the gallery. The Vertin is an incubator for artists and crafts persons. The second and third floors, off limits to the public, offer a haven of open workspace for studios.

Cerenity Senior Care, St. Paul MN – Arts & Senior Care[54]
Cerenity Senior Care - Humboldt is partnering with the local arts community to provide enriching arts experiences for residents on their campus. Professional artists are specially trained to work withholder adults and guide them through the creative process. Examples of programming include poetry, theater, storytelling, and visual arts camps. Residents have the opportunity to create, attend various classes, and visit local galleries, art centers, theaters and performances. Partnerships with the Minnesota State Arts Board, COMPAS and the F.R. Bigelow foundation enable this project.

---

[51] http://www.dailyyonder.com/artists-revitalize-rural-manufacturing/2013/04/02/5749 - Art-Force - http://art-force.org/
[52] Rural Research Report. Spring 2014. Volume 24, Issue 3 by Jean P. Greer and Janet Kagan.
[53] Marsha MacDowell and Julie Avery. A report on traditional crafts and economic development in Michigan. Michigan State University Museum. December 2006. [good resource for craft tourism trails, best practices in state wide support of crafts organization, good source for information about craft economy]
[54] http://cerenityseniorcare.org/2015/04/03/arts-grant/

as "healthy local food," "local history, arts, and culture," and other concepts to be determined.

1.2 Build a biker-friendly business community

Bring local businesses and community members together to plan a "Bicyclists Welcome" program that would include branding, signage, and action steps to make Philmont a safe and attractive place to ride. Could include mapping regional biking opportunities with Philmont as a hub or node – connect to other local villages or farms or attractions.

1.3 Establish local bicycle rental business

Provide incentive and support for encouraging local entrepreneurs (and/or attract businessperson) to develop a seasonal bicycle rental and touring business in Philmont.

2. Mill District Redevelopment

Philmont has a rich history of being a mill town. However, mills closed down as time went on and currently there are two mills that are still within the village of Philmont that have yet to be repurposed. These mills lie in an area of Philmont called the Mill District and have the potential to be great locations for the following initiatives/projects. The Summit Mill and Canal Street Mill have great potential, especially the large and highly attractive Summit Mill, which can become a destination attraction for Philmont once it is re-purposed and brought to life. The following ideas for economic opportunities—largely developed in community brainstorming sessions—are suggestions for the mill owners and other entrepreneurs, and can potentially be developed into viable initiatives and business activities, which can both enhance Philmont's waterfront, and contribute to the local economy.

2.1: Café

Include incentives for a café within one of the mill buildings – perhaps partnering with the existing food truck bakery. An alternative to having a café within one of the mill buildings is to have an arrangement for a food vendor to be stationed just outside the mill, especially during special events.

2.2 Special Events in the Mill

Use the interior of the mill as special events venue for weddings, photo shoots, and cultural events such as performances or festivals.

2.3 Lighting of the Mills

Use creative lighting techniques to draw attention to attractive historic facades of mill buildings, as well as stabilize and protect the mills against vandalism and petty crime in the area.

2.4 "Artisan co-op"

Create an Artisan cooperative, where local members can share tools, workspace, and marketing opportunities. The co-op could also function as training center to support

members in market outreach and in developing basic entrepreneurial skills. Potential for hosting courses for visitors and for local residents.

2.5 Artisan workspace
Upgrade village owned facilities and rent to local or regional artisans

2.6 Tool sharing cooperative
Designate space for storing community tools (mowers, power tools, construction tools, gardening tools, etc.) and provide workspace with hours of supervision for youth or other people with less experience using tools.

2.7 Flexible space within Summit Mill for community events
Designate a space for flexible use. The uses can include but not be limited to community meetings, conferences, events, and a variety of educational workshops in partnership with other local organizations such as food hub or free Columbia.

2.8 Heritage Grain Mill
Incorporate space for small-scale mill that specializes in production of regional heritage grains.

2.9 Brewery
Provide incentive and support to support an entrepreneur to develop a microbrewery (using heritage grains) and/or attracting medium-scale microbrewery operation with regional or statewide distribution.[58]

2.10 Mill District history interpretive trail
Design and create trails and pocket parks that emphasize the fascinating and unique history and technologies of Philmont's past. This would be a lighthouse project that uses state-of-the-art interactive experience design for engaging visitors.

2.11 Historical Museum
Create a historical museum in the Summit Mill that celebrates the industrial history of Philmont and the surrounding region. This museum can be created in partnership with other local organizations and historians.

3. Waterfront Recreation
Summit Lake, or "The Reservoir" as the residents call it, was originally for mill operation in the village of Philmont. Around 1908, before the time of refrigerators, Summit Lake was used for harvesting and storing ice (in icehouses right by the lake). Ice-skating was encouraged as a pastime in the winter, and could be restored as an annual activity today.

[58] Discussions with the owner of Summit Mill suggest that the Brewery might be an option for the Canal Street Mill rather than the Summit Mill for aesthetic reasons combined with the need to use the Summit Mill for art and cultural purposes.

Boating, fishing, and swimming are other recreational activities possible in the Summit Lake.[59]

3.1 Establish local boating/x-country skis/ice skate rental business on lakefront
Create either a public or private-owned recreational equipment renting facility that provides rowboats, kayaks, canoes, paddleboats, stand-up paddle, fishing gear, lifejackets, etc. Potential to include lessons for individuals or groups. Local residents should have discounted access and subsidized access for low-income families.

3.2 Pop-up seasonal food vendors/kiosks, crafts market, farmers market at lakefront
Design flexible picnic space with designated area for seasonal food kiosks/ food trucks. This area could potentially be used for mobile crafts vendors or seasonal festivals.

3.3 Art, Nature, Culture, Historical interpretive trail system
An interpretative trail system would create interesting and unique ways to engage with the cultural, industrial, and natural past, present, and future of the area. There is also a potential to link to Mill District trails and interpretive center. Trails would be highly engaging and creative, using art, interactive elements, and educational information to experience the past and envision and create the future. Art trail could extend through Main Street on one side and linked to the Eagle Scout trail on the other side of the eastern side of the water.

3.4 Guide training for nature-based educational tours
Host workshops to train people to conduct nature-based educational tours. Tours could be offered for visitors or for educational nature-immersion programs in surrounding schools.

3.5 Add interesting sculptures, murals, or art installations to nature paths, waterfront
Work with local artists and interactive way finding experts to create art installations to be placed on the nature paths/trails on the waterfront. Installations should be a part of a coherent story that promotes Philmont a town that values art, outdoor recreation, and healthy, local food and that values local residents from all walks of life.

3.6 Waterfront community house/center
Expand the existing community center on the waterfront to create a community space that can be used by all members of the community. This space can be used for community events, workshops, etc. Also potential to be combined with boat house/ community tool library and/or workspace.

3.7 Community Park
Build a new community park on the waterfront that can be enjoyed by both residents and visitors. Depending on the size available, the park can include recreational spaces such as a small soccer field, a beach volleyball court, picnic tables, barbeque grills, benches, restrooms, etc. Potentially, the community park could incorporate a boat launch, and a

[59] http://www.philmont.org/history0608.html

canoe/kayak rental into their revenue plan to balance the costs of maintenance. [see Initiative 3.1]

3.8 Interpretative Nature Center, with connection to waterfront

Construct an interpretive center focused on the natural and cultural history of Philmont. The facility would be modest in scale (appropriate to the context), but also act a lighthouse project that engages visitors (local, regional, and beyond) in creative, unexpected ways and invites active participation. Target audience would be regional schools and camps, as well as visitors interested in nature and culture in general.

3.9 Waterfront resort and/or guesthouse

Provide incentives and support to attract private investment in a landmark sustainable resort hotel or guest-house. Stipulations could include community access to amenities such as fitness rooms, pools, equipment rentals, beach access, etc. The facilities could include space for conferences and events.

3.10 Natural playground for kids

Construct an open access natural playground on waterfront. A "natural playground" uses simple equipment such as a slide or swing, augmented by materials such as rocks and logs, making it attractive and low-cost with a low environmental impact.[60]

4. Main Street Revitalization

The Philmont Main Street is the center of the village. Currently, there are some buildings that are not in use and storefronts that are closed. This leads to an untapped resource right in the center of town that can be turned into locations for different projects/initiatives (listed below). There are also many ideas that would increase the visible quality of Main Street and make it more attractive for visitors passing by. The goal of these projects/initiatives is to attract more visitors to Philmont and encourage more passersby to stop in Philmont for a meal, some recreational activities, or for a longer stay.

4.1 Develop tourism marketing and branding plan

The aim is to create a coherent message about Philmont's identity that can be used for visitor attraction as well as marketing products (value-added food products, artisanal crafts, and art objects) for distribution in other locations. Planning could include designing a suite of images, words, phrases, font, logo that represent Philmont's authentic character. Additionally, would include signage, press releases, brochures, etc. Would be used to promote products, events, and businesses in a way that strengthens Philmont's self-identity and regional image.

4.2 Official tourism office on Main Street

Establish an official tourism office located on Main Street in one of the currently unused buildings. The tourism office could double as a modest museum and cultural education

---

[60] http://www.naturalplaygrounds.com/

center. It would provide visitors information about local and regional trails, tours, events, dining options, attractions, etc.

4.3 Art on Main Street
Hire local artists to create beautiful signage, sculptures, murals, and installations on Main Street that focus on the surrounding nature and history of Philmont. This project could be combined with interpretive waterfront, mill, and hiking trails.

4.4 Outdoor street-side seating
Re-design sidewalks and zoning laws to encourage outdoor sidewalk seating for local restaurants. This could include construction of temporary "pocket parklets" in some parking spots.

4.5 Downtown festivals celebrating local agriculture and art
Host additional annual festivals or themed parades on Main Street that celebrate art and culture. This could include harvest festival, farm to fork festivals, street dinners, etc. One aim would be to bring local residents into deeper contact with regional/local healthy food.

4.6 Expand "The Kitchen" project
Support/ expand community commercial kitchen. "The Kitchen" is currently under development with support from PBI It will be used as a downtown direct-market location for local agriculture including, small-batch value-added food production, a farmers market, a cafe, food festivals, and direct-market retail sales of local homestead agriculture and foods. With some expansion and additional support, it can also be used for healthy food workshops, cooking classes for both adults and children, and, more generally, as a community gathering space and center for learning/education on nutrition.

4.7 Signage on Taconic Parkway and other roads
Increase signage on Taconic Parkway (or just off exits) and on other key roads showcasing Philmont's dining, lodging, and recreational attractions.

4.8 Philmont pocket parks
Develop a system of small, attractive parklets throughout the town. Each park could be decorated by a different artist, or represent a different node on interpretive trails.

4.9 "*Discover Philmont*" tourism packages
Develop combined tourism offerings with local businesses to create attractive packages with local providers (outdoor activities, farm visits, alternative health treatments, artisan tours, dinners, and guesthouse/ hotel accommodation or farm stays)

4.10 Alternative Health Hub (could be located in Mill District or on Main Street)
Create a Philmont Health Association that could be housed either virtually or in a central location. Attract and support private investment or support development of an alternative health coop. The physical location could space to practitioners and host workshops on that focus on healthy living and lifestyles. Could also include classes for certification and skills

Criteria for Evaluating Impact						
Levels of Impact	VALUE	Revenue	Employment	Inclusivity	Community Quality of Life	Community Commitment/ Momentum
No impact	0	$0	0	0	No impact	No support
Minimal impact	1	< $500	0 - 1 jobs	Minimal access	Minimal improvement	Minimal support
Minor impact	2	$500 - $1000	1 - 5 jobs	Moderate access	Minor improvement	Minor support/commitment
Major impact	3	$1000 - $3000	5 - 10 jobs	High access + a few part time jobs	Major improvement	Major support/ commitment
Maximum impact	4	> $5000	10+ jobs	High access + jobs for low-income residents	Maximum improvement	Total support/ commitment

Key Economic Opportunities for Remaking the Summit Waterfront

Economic Opportunity		Project/Initiative	Economic Nodes: Health Economy	Food & Agriculture	Healthy Lifestyle, Tourism	Arts, Recreation & Culture	Estimated Economic and Community Impact: Revenue (Initiative/project generates direct or indirect revenue benefiting local busineses and/or organizations.)	Employment (Initiative/project generates direct or indirect jobs in the community.)	Inclusivity (Initiative/project provides access for low income and disadvantaged residents (such as youth, seniors, single mothers) to benefit from activities/jobs.)	Community Quality of Life (Initiative/project generates attractive recreation opportunities, parks & green space, arts & culture, healthy foods, health care, walkability/mobility, security and happiness.)	Overall Impact Assessment	Community Commitment/Momentum (Initiative/project has support and commitment from people and leaders.)
1. Harlem Valley Rail Bike Trail	1.1	Complete Philmont portion of the Harlem Valley Rail Bike Trail			X		★★★	★★	★★	★★★★	★★★	★★★
	1.2	Build a biker-friendly business community			X		★★	★★	★★	★★★★	★★★	★★
	1.3	Establish local bicycle rental business			X		★	★	★★	★	★	★
2. Mill District Redevelopment	2.1	Café		X	X		★	★	★★	★★	★★	★
	2.2	Special Events in the Mill				X	★★	★★	★	★★	★★	★★
	2.3	Lighting of the Mill				X			★★	★	★	★★★★
	2.4	Artisan co-op				X	★	★	★	★	★	★★
	2.5	Artisan Workspace				X	★★	★	★★	★★	★★	★★
	2.6	Tool sharing cooperative				X	★	★	★★	★★	★★	★★
	2.7	Flexible space for community meetings, conferences, events, and a variety of educational workshops in partnership with other local organizations such as food hub or free Columbia	X	X	X	X	★	★	★★★	★★★	★★	★★
	2.8	Heritage Grain Mill		X		X	★★	★	★	★	★	★
	2.9	Brewery		X			★★	★★	★★	★★★	★★	★
	2.10	Mill District history interpretive trail				X	★	★	★★★★	★★★	★★	★★
	2.11	Historical Museum				X	★	★	★★	★★★	★★	★★★
3. Waterfront Recreation	3.1	Establish local boating/x-country skis/ice skate rental business on lakefront			X		★	★	★★	★★★	★★	★★
	3.2	Pop-up seasonal food vendors/kiosks, crafts market, farmers market at lakefront		X	X	X	★	★	★★	★★★	★★	★★
	3.3	Art, Nature, and Culture interpretive trail system			X		★★	★★	★★★★	★★★★	★★★	★★
	3.4	Guide training for nature-based educational tours			X		★	★	★	★★	★	★
	3.5	Add interesting sculptures, murals, or art installations to nature paths, waterfront				X	★	★	★★	★★★	★★	★
	3.6	Waterfront community house/center			X		★	★	★★★★	★★★	★★	★
	3.7	Community Park	X		X		★	★	★★★★	★★★★	★★★	★
	3.8	Interpretative Nature Center, with connection to waterfront			X		★★★	★★★	★★★	★★★★	★★★	★
	3.9	Waterfront resort and/or guesthouse			X		★★	★★	★	★	★	
	3.10	Nature-based playground for kids			X		★	★	★★★★	★★★	★★	★
	4.1	Develop tourism marketing and branding plan			X		★★	★★	★★	★★	★★	★
	4.2	Official tourism office on Main Street			X		★★	★★	★★	★★	★★	★
	4.3	Art on Main Street		X	X	X	★	★	★★	★★★	★★	★
	4.4	Outdoor street-side seating		X	X		★	★	★	★★	★	★★

4. Main Street	4.5	Downtown Festivals celebrating local agriculture and art		x	x		★★	★	★★★	★★★	★★	★★
	4.6	Expand "The Kitchen" project	x	x	x		★	★★	★★★	★★★	★★	★★★★
	4.7	Signage on Taconic Parkway and other Roads			x		★★	★★	★	★★	★★	★★
	4.8	Philmont pocket parks			x			★	★★★★	★★★	★★	★★
	4.9	"Discover Philmont" tourism packages				x	★★	★★	★★	★★	★★	★
	4.10	Alternative Health Hub (could be located in Mill District or on Main Street)	x		x		★★★	★★	★★	★★★	★★★	★★
	4.11	Youth hostel for farming, food, and art interns		x	x	x	★★★	★★	★★★	★★★	★★★	★★
Other promising ideas	5.1	Map of Philmont Farms (60 young farmers)		x	x	x			★★★★	★	★	★★
	5.2	Mural of Philmont faces				x	★	★	★★★★	★★★	★★	★
	5.3	Public transportation improvement			x		★★★	★★★	★★★★	★★★★	★★★★	★★★
	5.4	Connect lakefront to High Falls Conservation Area			x			★★★	★★★★	★★★★	★★★	★★
	5.5	Trails promoting views of the Catskills Mountains			x			★★	★★★★	★★★★	★★★	★★

Economic Nodes
HE = Health Economy
F&A = Food & Agriculture
HLT = Healthy Lifestyles Tourism
APAC = Artisan Production & Culture

Criteria for Evaluating Impact							
Levels of Impact	VALUE	Revenue	Employment	Inclusivity	Community Quality of Life		Community Commitment/Momentum
No impact	0	$0	0	0	No impact		No support
Minimal Impact	1	< $500	0 - 1 jobs	Minimal access	Minimal improvement		Minimal support
Minor impact	2	$500 - $1000	1 - 5 jobs	Moderate access	Minor improvement		Minor support/commitment
Major impact	3	$1000 - $5000	5 - 10 jobs	High access + a few part time jobs	Major improvement		Major support/commitment
Maximum impact	4	> $5000	10+ jobs	High access + jobs for low-income residents	Maximum improvement		Total support/commitment

7.3 High Impact Projects/Initiatives

Based on the impact measurements shown in the matrix, the consultant team recommends the following projects/initiatives to have the greatest potential to generate high positive impacts on the Philmont Waterfront. These projects/initiatives all had an "overall impact assessment" score of three stars (the highest score according to our matrix). This score was calculated using a weighted average with the "community quality of life" score having twice the weight than the three other impact measurements (revenue, employment, and inclusivity), as the consultant team believes that one of the main purposes of this project is to increase Philmont's quality of life.

1.1 Complete the Philmont portion of the Harlem Valley Rail Bike Trail

The bike trail has the potential to bring direct and indirect revenue to the Philmont area in the form of bike rentals, and food and drink sales to bikers passing through Philmont. The bike trail would also be open to all residents, making it an inclusive project. Most importantly, the addition of a bike trail would increase the community quality of life, as it promotes a healthy and active lifestyle, in accordance to the healthy lifestyle brand that Philmont would like to increase.

2. Summit Mill

The Summit Mill, owned by Eleanor Ambos, has great potential to be the setting for multiple uses. There are many projects that, when combined, have great projected impacts in every category. Projects/initiatives like special events in the Mill would bring great a number of visitors to Philmont, which would generate revenue, while projects like the artisan co-op and café would increase quality of life. Another exciting idea for the Summit Mill is creating a historical museum celebrating the pioneering 1840s-1910 industrial, railroad, and cultural history of Philmont and the surrounding region. This would not only generate revenue and employment, but also increase community quality of life and a sense of pride in Philmont residents.

2.7 Flexible space within Summit Mill for community events

The flexible space would be used for community meetings, conferences, events, and a variety of educational workshops in partnership with other local organizations such as food hub or free Columbia. This space is not projected to greatly increase revenue or employment in Philmont, but is definitely thought to increase inclusivity and community quality of life. In past community meetings, the need for a flexible meeting space for different purposes was voiced. This flexible space has the potential to increase the sense of community in Philmont and also be a venue for events that attract visitors to Philmont.

3. Summit Reservoir Cleanup

Long-time residents of Philmont fondly remember the Summit Reservoir as a setting for multiple recreational activities like boating and ice-skating. However, as the years went by, the number of recreational activities on the reservoir has decreased. Currently, there is an uncertainty on the quality of water in the reservoir. Studies are being conducted on the state of the reservoir's water, and once those studies are

completed, the town can either pronounce the reservoir safe for recreational activities, or undertake cleanup activities. Either way, having a clean body of water that residents and tourists alike can swim in and participate in recreational activities safely, would be a great attribute to Philmont.

3.3 Art, Nature, and Culture interpretive trail system

The art, nature, and culture interpretative trail system creates a unique way to engage with Philmont's culture and history while experiencing the beautiful nature Philmont has to offer combined with art pieces created by local artists. This type of trail attracts some revenue, as it may attract tourists, and employment, by hiring locally to create the trail system, historical aspects, and artwork. But mostly, the trail system is inclusive to all of the Philmont community, and has great potential to increase the community quality of life. The trail system would promote local history and therefore foster an interest and even pride in the town's history. Also, similar to the bike trail, the trail system would promote a healthy and active lifestyle.

3.7 Community Park

A new community park on the Philmont waterfront is projected to have great impacts on inclusivity and community quality of life. Both residents and visitors can enjoy the park, and it also provides a new family-friendly location in Philmont for parents or single-parent homes to bring their children to play outdoors. This promotes a healthy and active lifestyle for Philmont residents beginning from when they are children. Although the revenue and employment impacts are lower, there is also potential to incorporate a boat launch and a canoe/kayak rental. This would not only balance the costs of maintenance, but also create more employment opportunities.

3.8 Interpretative Nature Center, with connection to waterfront

The interpretative nature center project/initiative has large projected impacts in all four categories. The interpretative nature center would focus on the natural and cultural history of Philmont. Similar to the art, nature, and culture interpretive trail system, this would promote local history and foster an interest and pride in Philmont residents. This center would be open to both residents and tourists, contributing to the Philmont quality of life by adding a center where children, students, and adults can all learn about Philmont's rich history and natural assets. The nature center is also expected to engage visitors in creative ways by encouraging active participation. This would attract tourists to Philmont, increasing revenue and employment opportunities.

4.10 Alternative Health Hub (could be located in Mill District or on Main Street)

The alternative health hub project/initiative has a large projected impact on revenue and community quality of life. The alternative health hub would attract private investment into alternative health practices. It could also create employment by having certification and skills development classes for local residents in alternative health. This would create a new alternative health market in Philmont.

4.11 Youth hostel for farming, food, and art interns

The youth hostel for various interns has the potential to greatly impact revenue, inclusivity, and quality of life in Philmont. Various farms, food, and art businesses in Philmont would be able to hire interns, and those interns would be on an extended stay in Philmont where they will be bringing revenue into the hostel as well as various food and recreation businesses where they spend their time.

The consultant team also generated projects/initiatives that may benefit Philmont, but do not necessarily focus on revitalizing the waterfront district. The following three projects/initiatives were identified to have high impact, but are separated from the other projects/initiatives, as they do not directly revitalize the waterfront district.

5.3 Public transportation improvement

One of the glaring disadvantages in Philmont is the lack of public transportation not only within the village, but also the lack of public transportation connecting Philmont to nearby villages/towns. This makes it difficult for residents to travel within Philmont and out of Philmont without a car. It also makes it difficult for tourists to make their way around without a car. Improving public transportation does not directly affect the Philmont Waterfront, but it does have the potential to make Philmont a more attractive place to live and/or visit.

5.4 Connect lakefront to High Falls Conservation Area

The High Falls Conservation Area is a very large asset that Philmont has, and has yet to fully utilize, to their benefit. If the Summit Reservoir were better connected to the High Falls Conservation Area, it could become a high profile tourist attraction. Those visiting the High Falls could find themselves walking down a beautiful trail to the Summit Reservoir and therefore end up visiting Philmont. This connection could also bring tourist business to Philmont as people may see Philmont as more of a place for them to stay while exploring the neighboring attractions.

5.5 Trails promoting views of the Catskills Mountains

Although the Catskills Mountains are 65-75 miles away from Philmont, there are parts of Philmont that provide beautiful views of the Catskills Mountains. Trails promoting these views may be very valuable and be an attraction that draws visitors. These trails would increase the quality of life for Philmont residents as they would be able to utilize these trails and experience nature at a location not far from home.

There was also a survey of community member opinions on the impacts they believed the projects/initiatives would have on Philmont. The consultant team conducted this survey because Philmont residents may have a different outlook on certain projects informed by their years of being a member of the Philmont community.

RECEIVED AUG 18 2015

✓ 3 copies handed out

Village of Philmont

From: Philmont Beautification Inc. [info@pbinc.org]
Sent: Monday, August 17, 2015 7:26 PM
To: Barbara Sagal; Larry Ostrander
Cc: Kim Simmons
Subject: RE: Report for printing
Attachments: Philmont Local Economic Opportunities - final draft (12Aug15)_with RJH edits (2).pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Attached. see below.

-------- Original Message --------
Subject: Report for printing
From: "Philmont Beautification Inc." <info@pbinc.org>
Date: Mon, August 17, 2015 7:23 pm
To: "Barbara Sagal" <Babwertz@aol.com>, "Larry Ostrander" <larry.ostrander@herringtons.com>
Cc: "Kim Simmons" <philvlg@mhcable.com>

Hi Barbara,
Here's the pdf for the market study as promised this morning in the BOA meeting for printing the 3 copies - One for you, one for Larry, and one for Chris.

Sally Baker
Exec. Director

Philmont Beautification, Inc.
113 Main St.
PO Box 1072
Philmont, NY 12565
t. (518) 697 0038

http://www.pbinc.org
info@pbinc.org
Philmont Beautification, Inc. is dedicated to improving quality of life in the Village of Philmont with community collaborations on Main St Revitalization, Small Business, Special Projects, Philmont Farmers' Market, and Community Arts/Trades. PBInc. is a grass-roots, 501(c)(3), charitable organization.