

COLLABORATION

Village of Philmont

Waterfront District

Winter 2017 (v2)



SHARED FUTURE

COMMUNITY driven

This document was prepared for the Village of Philmont and the New York State Department of State with funds provided through the Brownfield Opportunity Areas Program.



This report has been formatted for two-sided printing.

ACKNOWLEDGEMENTS

Village of Philmont

Clarence "Skip" Speed, Mayor
Barbara Segal, Trustee
Larry Ostrander, Trustee
Douglas Cropper, Trustee
Brian Johnson, Trustee

Kimberly Simmons, Village Clerk/Treasurer

Waterfront District Executive Steering Committee

Barbara Segal, Co-Chair, Village Trustee
Larry Ostrander, Co-Chair, Village Trustee
Sally Baker, Project Manager, Philmont Beautification, Inc.
Kathy Abeyatunge
Jean Giblette
Thomas Paino
Chris Reed
Christine Vanderlan

Consultants

Elan Planning & Design, PLLC
18 Division Street
Suite 304
Saratoga Springs, New York 12866
elanpd.com 518.306.3702

Economic Transformations Group, Inc.
C.T. Male Associates, P.C.
Hydropower Consulting Specialists, LLC
Renewage, LLC

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Taking Stock in

Philmont Today

1.1 Introduction (Work Plan Task 4.1 A & B)

This report, *The Making of the Philmont Waterfront*, is a long-term planning strategy that has been developed by the Village of Philmont in partnership with project manager Philmont Beautification, Inc., Elan Planning & Design, and a Committee appointed by the Village Board. The plan establishes a strategy for re-investment in the core areas surrounding the Philmont Reservoir/Lake, downtown and the vacant mills. The plan recognizes the areas surrounding the reservoir/lake, Summit Mill, Canal Street Mill, and Main Street as catalysts for community-wide renewal.

The process included extensive public outreach coupled with technical expertise to develop an area-wide revitalization strategy. The project was funded through the New York State Department of State's Brownfield Opportunity Areas program. Despite the negative impacts associated with the area's brownfield sites, residents see the potential for new commercial, retail, educational and residential uses all within walking distance to the Summit Reservoir/Lake and High Falls Conservation Area. With tenacity and patience, this strategy will position Philmont to use its remnants of history to build a future grounded in the principles of sustainability and collaboration.

1.2 Community Background & Project Description

The Village of Philmont (1.2 square miles) is located in the heart of Columbia County, New York and is fully encompassed by the Town of Claverack. The Hudson River lies approximately seven miles west; to the east are the foothills of the Taconic and Berkshire Mountains. Philmont is conveniently located just 40 miles south of Albany and 120 miles north of New York City.

Philmont was permanently settled in the 1800's when the Agawamuck Creek was harnessed to provide power for mills, setting the stage for Philmont to become a significant regional manufacturing center with the coming of the Harlem Rail line in 1852. Accordingly, Philmont became the largest textile manufacturing center in Columbia County, with its mills employing well over 1,000 workers. Over time, as water power and rail transport were replaced by new technologies, Philmont's economic significance declined. Philmont's population peaked in the early 1900's and has continued to decline since.

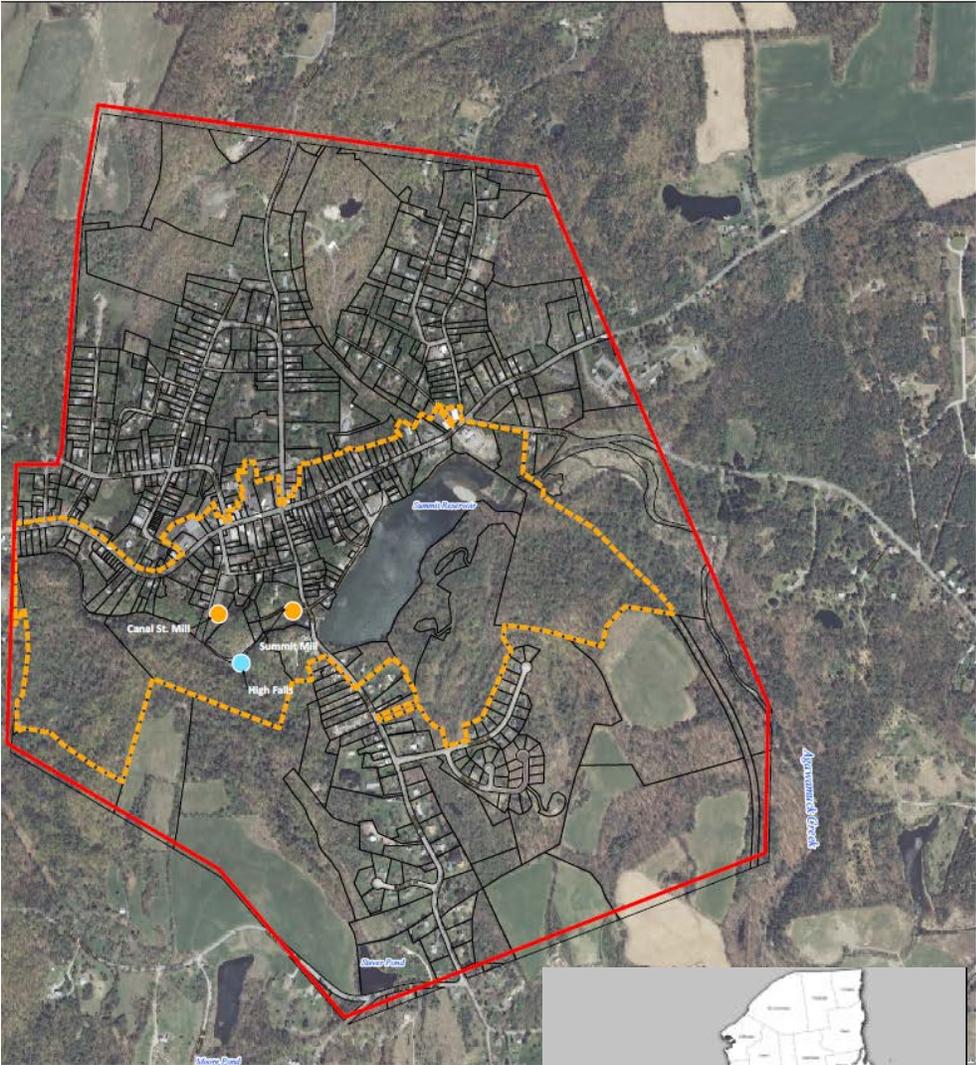
Evolving from its agricultural roots to become a small industrial town, Philmont's early industrialization (1845-1900) was based on harnessing its waterpower resources from Agawamuck Creek and High Falls, and on its strategic location on the Harlem Valley Railroad. In the early 1900s, Philmont had several 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 Theater. However, with advent of the era of oil and electricity, coupled with increased competition from southern mills, Philmont's advantages for industrial plants gradually declined. 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. By the mid-1960s 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 residents had moved out of the community in search of jobs, and most employed town inhabitants commuted to jobs in nearby Hudson and Albany. Today, Philmont is a small rural community struggling to find its place in the regional economy. Some of the physical legacy of Philmont's old industries remain, but some buildings have sunk into disrepair and vacancy, while others have been lost to fires. Those remaining are important elements to Philmont's future growth.

Implementation of this project will have numerous positive gains for the Village of Philmont: it sets the foundation for a growing, sustainable economy, environment and social network while making strides to minimize long-term negative trends. Within this report are strategies to harness the potential of micro-hydro power, the creation of a new park and pedestrian network, recognition of the area's unique role in the region's industrial heritage, opportunities to restore the historic building stock, support the resurgence of local farming into the core of the community, capitalizing on local trends emerging in alternative health care and the revival of the local craft industries, all with an eye on the future to create new opportunities for residents and business owners to take greater ownership in the future of Philmont.

1.2.1 Study Area Boundary Description (Work Plan Task 4.1 D)

The Study Area defined through this process has been determined to create the greatest net positive gain for the community as a whole. The study area connects and integrates several key areas, including the Philmont reservoir/lake, the High Falls Conservation Area and downtown. The northern boundary is defined by the properties along both sides of Main Street. The businesses and buildings along Main Street are the primary economic generators within the Village today and, when fully integrated with the reservoir and the remaining industrial buildings, will create a popular destination in Columbia County.

The eastern boundary follows a portion of Martindale Road (County Route 11) southeast for approximately 500 feet, where it then turns south to the intersection with the abandoned railroad right-of-way, then following the railroad right-of-way, which is anticipated to become a segment of the Harlem Valley Rail Trail in the future. The southeast quadrant of the study area is principally defined by the steep sloped areas that border Summit Reservoir. This area was incorporated for both its special visual character and the need to protect the hillside from deforestation. Additionally, the area offers unique cultural and recreational opportunities to interpret Philmont's industrial heritage. West of Summit Street, along the southern boundary, the area is principally defined by the High Falls Conservation Area (owned by the Columbia Land Conservancy), which is adjacent to Agawamuck Creek and High Falls.



**Summit Reservoir Area Plan
Village of Philmont**

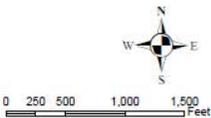
**Proposed Study
Area Boundary**

DRAFT

Legend

- Village Boundary
- Proposed Study Area
- Parcels

**Village Acreage: 768
Project Area Acreage: 206**



Date: Summer, 2016

Prepared by:



This map was computer generated using data acquired by Elan Planning, Design, and Landscape Architecture PLLC from various sources and is intended only for reference, conceptual planning, and presentation purposes. This map is not intended for and should not be used to establish boundaries, property lines, location of objects, or to provide any other information typically needed for construction or any other purpose when engineered plans or land surveys are needed.



Location Map

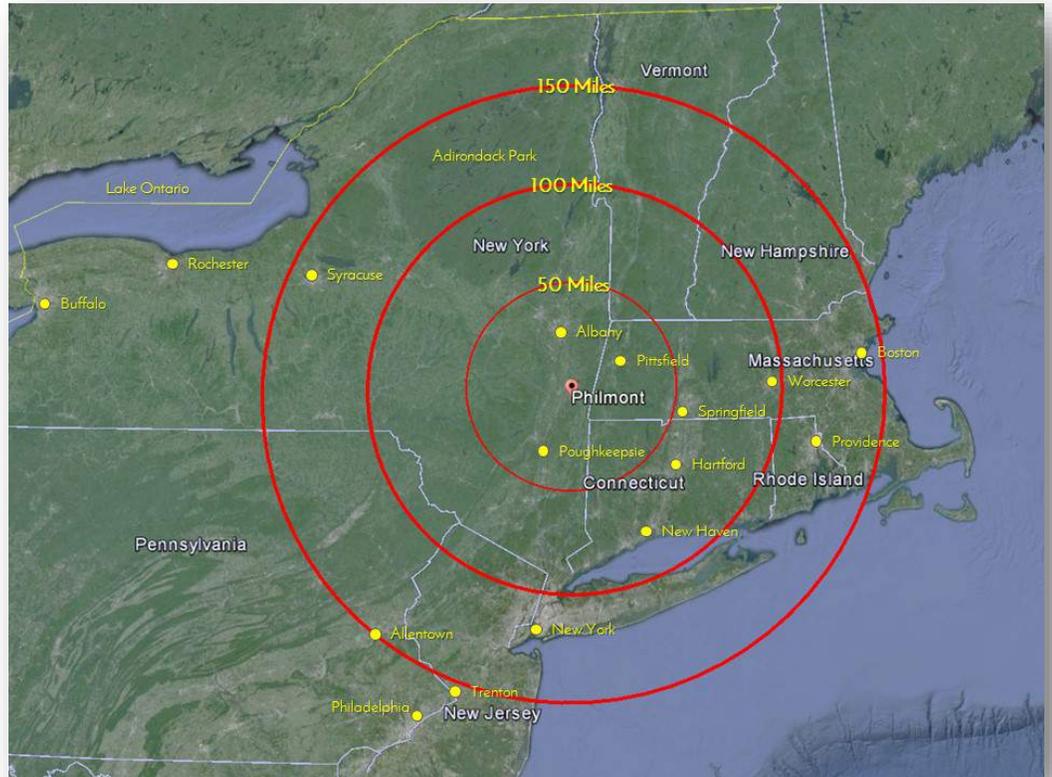
Within the study area there are several important sites that have historically defined Philmont, including the Canal Street Mill, Summit Mill, Summit Reservoir and properties previously used for rail services.

1.3 Philmont within the Regional Setting (Work Plan Task 4.3 A)

Philmont is located in the northeast portion of the town of Claverack in Columbia County. The Hudson River lies approximately seven miles west; to the east are the foothills of the Taconic and Berkshire mountains. Philmont is located in one of the most picturesque and historic places in the country, the fertile Hudson Valley Region.

Philmont is within a convenient driving distance from several population centers, including Albany, Schenectady, Troy, Poughkeepsie, Pittsfield, Springfield and Hartford. Manhattan is slightly further away, but is easily connected to Philmont via Amtrak with a stop in Hudson, just a 20 minute drive into Philmont.

In addition to all of these surrounding population centers, Philmont is located in a top tier destination region, the calm and picturesque Hudson Valley. Tourism is a growing industry in the region. The area's abundance of historic sites and natural settings, along with its proximity to several population centers, attract visitors year-round. Performing arts organizations and fine arts galleries and museums in the region are also popular visitor attractions such as The Hudson Opera House, Olana State Historic Site, Thomas Cole National Historic Site, The Basilica, and the Mac-Haydn Theater, among others. In addition to the region's arts and cultural draws, the area maintains rich agricultural values. The region



From Philmont to:	Distance (in miles)	Travel Time (estimate)
Hudson	9	20 minutes
Albany	40	45 minutes
Schenectady	56	1 hour
Poughkeepsie	49	1 hour
Manhattan	118	2 hours 20 minutes
Pittsfield, MA	34	50 minutes
Springfield, MA	78	1 hour 20 minutes
Hartford, CT	105	1 hour 45 minutes

has abundant agricultural soil resources, which are clearly articulated in the Columbia County Agriculture and Farmland Protection Plan. Both regional farmers and non-farmers alike, have a strong desire to craft public policy that supports and enhances the ability of agricultural operations (including ancillary related businesses) to be profitable within the region.

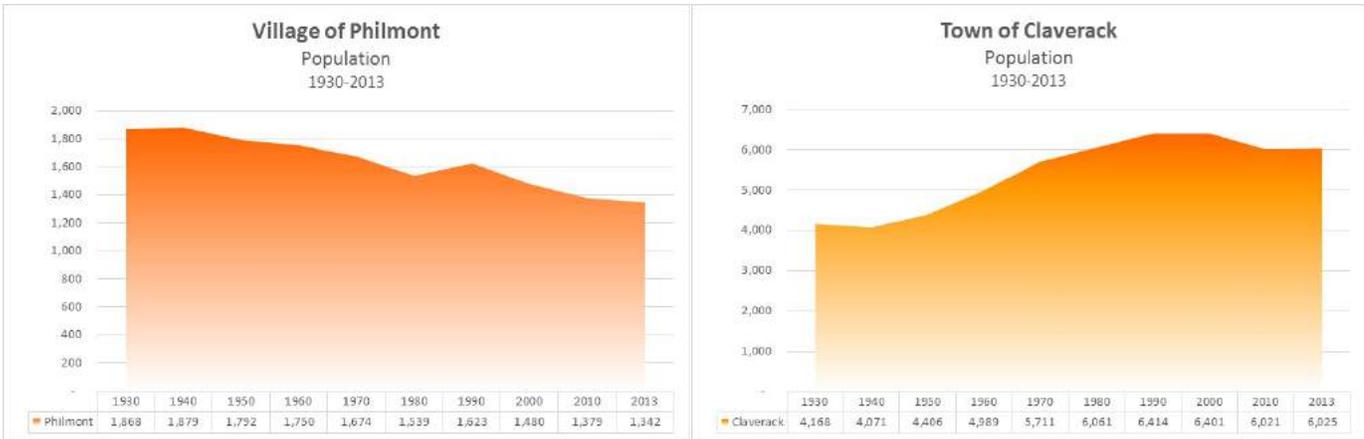
1.3.1 Demographics

Philmont became a significant regional manufacturing center and benefited from the routing of the Harlem Rail line on its northern border in 1852. Philmont became the largest textile manufacturing center in Columbia County, with its mills employing well over 1,000 workers. In fact, Philmont was once known as "Factory Hill" due to the number of wool factories. As water power and rail transport were replaced by new technologies Philmont's economic significance declined. Philmont's population peaked in the early 1900's and has continued to decline since.

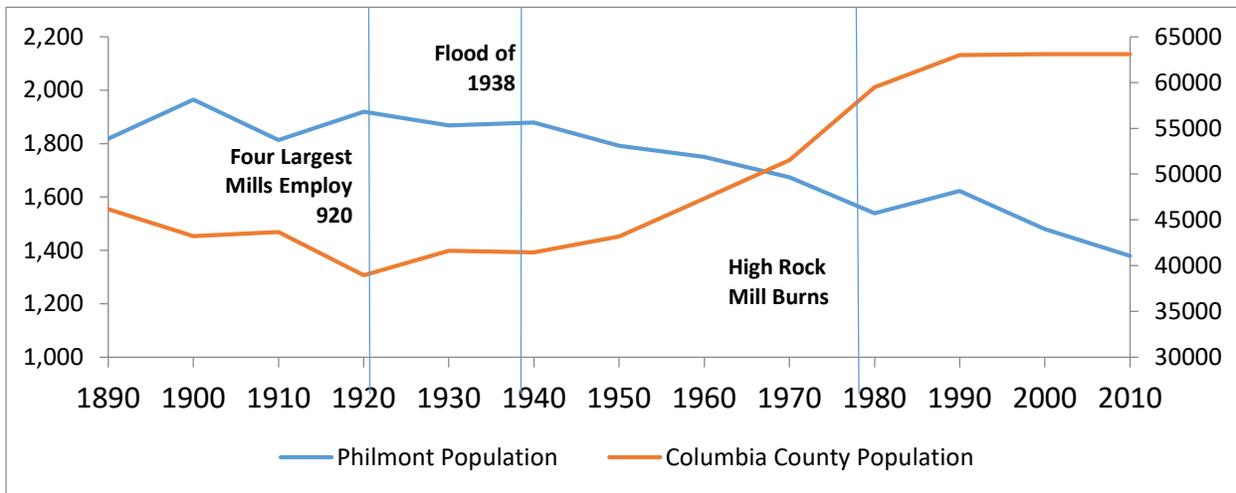
Philmont, like much of the Hudson River Valley saw its industrial hey-day come and go, except that industries departure from the village, amidst floods and fires, was faster and more dramatic. As the region touts its rich history and beautiful settings some pockets of the Hudson Valley are being rediscovered and reinvested in. The Villages of Kinderhook and Chatham are very similar to Philmont and have seen rising home values and incomes (see table). But, villages like Valatie and Philmont have not rebounded at the same rate. Observing Philmont's demographic trends in relation to the surrounding region show that the village has a younger, less wealthy and less educated population than its neighbors. Despite those challenges, Philmont has a rising median income, affordable housing, a wealth of historic buildings and growing employment opportunities in a variety of sectors.

The demographics of Philmont are much like many faded industrial cities, but on a smaller scale. The loss of industrial jobs has had rippling effects on Philmont, lower incomes mean less tax revenue for local government and other public services. Lower incomes also mean fewer funds to maintain homes and pursue higher education.

The Village of Philmont has experienced a steady loss of population since the 1940's, excepting a 5.5% population increase in the 1980's. The largest recorded population was 1,964 in 1900. A 2013 population of 1,342 was a 29 percent decrease from the 1940 population of 1,868. The countywide population of Columbia County was growing rapidly from 1940 to 1990 shadowing national trends of suburbanization and dispersal. Population growth has been generally flat in Columbia County from 1990 to present while Philmont's population has continued to decline. (See Figure "Historic Population Trends") Vertical lines represent some of the pivotal moments in Philmont history.

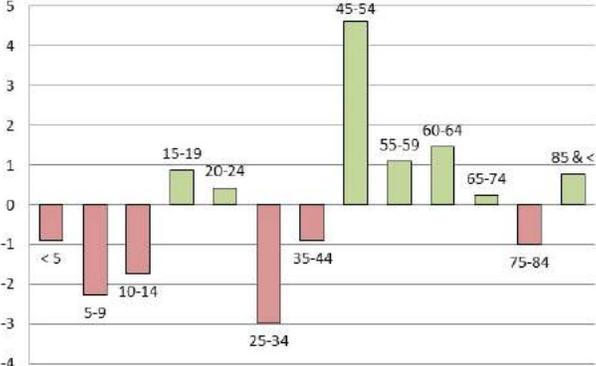


While Philmont’s population declined in the middle of the 20th century, the surrounding town of Claverack grew. As industry’s significance diminished, residents turned to agricultural pursuits and moved further into the countryside. Philmont’s municipal borders were drawn when it was an industrial center and incorporation offered a useful designation for services targeted to the needs of mills, like fire protection. The amount of land devoted to agriculture accounts for just six percent of village acreage, residents wishing to start their own farms had little choice but to move to the surrounding, fertile lands.



By 2010, with few local employment opportunities, the village’s population had dwindled to 1,374. However, even as local villagers migrated out through the 1970s to 2010, a new shift began to take shape in the 1980s and 1990s with 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, crafts persons, and creative professionals, many of whom bought or rented homes in Philmont. This trend 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. The influx of this relatively affluent group of professionals has helped to increase the demand for local goods and services, including new restaurants, and is generating a new economic vibrancy, albeit gradually, and a hope for continued economic renovation, much as has been witnessed a decade ago in Hudson, and more recently in Chatham and Kinderhook.

Village of Philmont
Percent Population Change by Age
2000-2010



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 (dollars)	\$ 39,821	\$ 50,023	\$ 56,445
Mean household income (dollars)	\$ 56,660	\$ 80,114	\$ 79,555
Per capita income (dollars)	\$ 23,009	\$ 33,807	\$ 32,934

The Village experienced a significant 7.4% increase in its percentage of families below poverty level in the decade between 2000-2010. However, projections from 2010 into 2015 suggest a meaningful 8.5% decrease in families living in poverty, and 1.3% below the levels reported for 2000. It’s difficult to determine what factor, or set of factors, that are most influencing the decline in poverty rates without meaningful analysis. However, recommendations in this plan ought to strive to foster opportunity for this population in need.

Year	Percentage of Families Below Poverty Level
2000	11.3%
2010	18.7%
2015	10.2%

While the area is experiencing a general decline in population, a review of age cohorts indicates a condition occurring in many Upstate communities: younger populations are decreasing and older populations are increasing. It may be important for this strategy to account for a growing senior population with projects and policies that accommodate elder health needs, well-being and the ability to age in place. While the village has experienced an increase in its older age categories, it's important to note that the 39.7 median age in Philmont is considerably lower than both the town of Claverack and the County. The lower age profile of the population in Philmont accounts partly for its lower per capita income relative to the county.

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

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%), also reflecting the lower income levels of the community.

2010 Housing Occupancy	Philmont	Claverack	Columbia County
Total housing units	654	% of total	% of total
Vacant housing units	88	13.5%	16.3%
Occupied housing units	566	86.5%	83.7%
Owner Occupied	277	48.9%	75.1%
Renter Occupied	289	51.1%	24.9%
			28.4%

Nearly half (46.9%) of family households in Philmont have children under 18 years old, vs. 38.9% for the county. Additionally, 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 Households	566	2,478	25,906
Family Households	62.2%	62.6%	63.4%
Non-Family Households	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%

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, likely mostly due to the lower than average Columbia County property values.

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. Philmont's current educational attainment levels suggest that the Village could be successful developing trades-related programs, such as masonry, cabinetmaking, and culinary trades.

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%

Many studies show that the national population will increase between now and 2050, putting the United States in a very different position from many other developed nations that are projected to experience a decline in population. This brings with it a number of social, environmental and economic implications. If properly poised, this could bring meaningful benefits to smaller communities like Philmont. Growing technologies such as the Internet, wireless phones, video conferencing and other communication technologies will allow more people to work from home: some studies have found that at least one in four or five will do so full-time or part-time, up from roughly one in six or seven today. Such projected population growth and technology improvements, coupled with Philmont’s proximity to New York City could mean growth in second home ownership among New York City metro residents, especially if the proper infrastructure is put in place (such as telecommunications, restaurants, cafes and small businesses).



Executive Steering Committee gather at the library near the beginning of the process of developing the strategy.

1.3.2 Physical Environment (Work Plan Task 4.3 B)

The next several sections outline land use patterns, existing zoning districts, historic resources, recreation amenities, and existing infrastructure. Understanding the physical environment of the Waterfront District provides a framework for many of the recommendations, including housing, transportation, economic development, and community facility improvements.

Land Use

Land use provides the critical foundation upon which many physical recommendations are based. The Waterfront District’s existing land use patterns are illustrated on the following page. The Land Use table below indicates that in total number of parcels, residential development is the dominate land use in the Waterfront District, representing 102 parcels. However, in terms of total acreage, the table indicates that just over 50% of the land coverage is vacant. This is somewhat misleading as the County assessor’s data has the High Falls Conservation Area classified as “vacant.” The role of both commercial land uses, and community and public services also play a prominent role within the Waterfront District: there are 36 commercial properties, just shy of 8% of the district’s acreage, Community Service and Public Service combine for ten parcels, just shy of 19%.

Land Use	RPS Code	Number of Parcels	Percent of Total Parcels	Total Acres	Percent of Total Acres
Unclassified	<100 or (blank)		0.00%	1.70	0.88%
Agriculture	100-199				
Residential	200-299	102	57.95%	37.75	19.39%
Vacant	300-399	23	13.07%	99.79	51.25%
Commercial	400-499	36	20.45%	15.21	7.81%
Recreation	500-599	4	2.27%	2.01	1.03%
Community Service	600-699	9	5.11%	12.69	6.52%
Industrial	700-799	1	0.57%	1.33	0.68%
Public Service	800-899	1	0.57%	24.22	12.44%
Conservation	900-999	0	0.00%	0.00	0.00%
		176	100.00%	194.70	100.00%

Note: High Falls Conservation Area is not classified as "Conservation" it is classified as "Vacant."

Source: Columbia County

Zoning

Philmont’s Zoning Ordinance divides the entirety of the Village into 11 zoning districts. Nine of these districts are included in the Waterfront District: Rural; Rural Low-Density; Hamlet I; Hamlet II; Hamlet III; General Business; Mill District; and Mill District II. The primary zoning districts, based on total acreage, include Hamlet II, Rural, Conservation, and General Business. Combined, these four categories comprise nearly 80% of the total zoning acreage within the Waterfront District.

Zoning District	Acres	Percent of total acres	Number of Parcels	Percent of total parcels
Undefined	0.13	0.1%	1	0.6%
Conservation	24.22	12.4%	1	0.6%
General Business	24.19	12.4%	69	39.0%
Hamlet I	10.48	5.4%	21	11.9%
Hamlet II	58.34	30.0%	3	1.7%
Hamlet III	12.02	6.2%	28	15.8%
Mill District	1.33	0.7%	1	0.6%
Mill District II	10.82	5.6%	48	27.1%
Rural	47.58	24.4%	2	1.1%
Rural Low Density	5.60	2.9%	3	1.7%
Total	194.70	100%	177	100%

Publically-Owned Parcels within the Waterfront District

The majority of the properties are privately-owned within the Waterfront District. With this, most land use decisions will be made private sector interests. However, there are 14 key parcels that are publically-owned, totally approximately 67 acres. Several of these parcels are key parcels that can have a meaningful influence on private sector investment. The following properties hold significant potential to help stimulate private-sector investment:

- **Summit Reservoir:** the reservoir is at the core of the Philmont Waterfront District. Without the reservoir, much of what we know today in Philmont would not be, including the Village's history.
- **Lakeshore Park:** located on the Summit Reservoir along Lake Street, this property holds a significant amount of redevelopment potential for a community park with improved waterfront access. This parcel is also an important link in creating a "pedestrian loop" connecting the Summit Reservoir and the downtown commercial core, with potential connections to the proposed Harlem Valley Rail Trail.
- **Canal Street property:** this site holds the potential to be a key economic generator with new commercial/office development and heritage interpretation opportunities that has a direct connection to downtown.
- **Philmont Library:** the library is a special place for social gathering for all age groups. The library also provides free wi-fi, so it is a common gathering place, both inside and outside, for local teenagers. Behind the library there is an underutilized building that could potentially serve as a teen center.
- **State land at the foot of the reservoir:** This is the proposed location for the Harlem Valley Rail Trail.

Historic Resources

The Village of Philmont has a rich industrial legacy. In its forming years, Philmont was a small hamlet known as "Factory Hill." Although it was known as Factory Hill, most of the area was forested land until 1845, when George P. Phillip constructed a dam above High Falls. From the dam he then cut a canal to produce a system of hydraulics that powered several mills. The Waterfront District includes the entirety of the area known as Factory Hill, which includes Summit Mill and the remains of some of the canal used to power the mills.

Despite the historic significance of "Factory Hill", the Waterfront District does not have any listings under the National or State historic registers. Nonetheless, there are properties that reflect the Waterfront District's heritage as a focal point of innovation and industry.

- **Summit Mill:** the former Summit Knitting Mill, located on Summit Street, is an important local example of later 19th century industrial architecture. PB Inc. has completed and submitted a Historic Resource Inventory Form to the NYS Office of Parks, Recreation and Historic Preservation. The building is eligible for inclusion on the National Register. The building is privately held by Eleanor Ambros and is in the process of renovations. The owner's intention is to preserve the natural condition of Summit Mill to provide the opportunity for increased community use so that the mill can become a publically accessible part of Philmont's history and provide the opportunity for visitors to realize the connection of the mill to the Reservoirs and the use of hydraulic power to run Philmont's industrial mills and factories.

- **Canal Street:** Located along Canal Street, southwest of Elm Street, there are four parcels that once was the first of five original mill privileges established by George Philip in 1845. The buildings have been demolished, but it is believed by some residents that the foundations of these buildings may still exist on the properties. Remnants of the waterpower are still evident on the properties. The properties are unique in that three are owned by the Village and one is owned by the Philmont Rescue Squad, which is also the Village. Industrial archaeological investigations should be completed on these to locate and delineate the mill foundations and associated waterpower head and tail races.

Parks, Recreation, & Open Space

The Waterfront Districts includes a collection of a park, trails, water access points, and a community center that provide the public with open space opportunities, access to the water, recreational activities, and community services.

Located along Lake View Drive, Lakeshore Park includes Playground equipment, fishing, ice skating, and a recreation center Lake Shore Park holds significant potential to become a community focal point and provide a connection to Summit Reservoir.

The High Falls Conservation Area, a 47-acre property located in the village of Philmont, is owned and managed by the Columbia Land Conservancy. High Falls, Columbia County's highest waterfall, cascades 150 feet before culminating in a large pool. The water flows northwest until eventually reaching the Hudson River. The trail system leads visitors through the forested hillside to an overlook of the falls, and down to Agawamuck Creek downstream of the falls.

Although not an officially recognized park, the Village owns shoreline along the edges of the reservoir that has the potential to contribute to the Village's recreation network. Likewise, the Harlem Valley Rail Trail is projected to come through the Village, entering the Village at the northeast end of the reservoir.

Natural Resources

The Waterfront District has served as the location of Philmont's industrial development since the community's beginnings. While its industrial past has dramatically altered the ecological function of the water bodies, these same water bodies remain the key natural resource within the BOA. Although active commercial, industrial, and residential uses occupy the majority of the study area, valuable environmental resources remain and must be protected through Lake restoration.

Water Resources

Several studies have been completed that characterize the conditions of the lake/reservoir. These include two studies that were completed as a part of this study: Summit Lake Water Quality Improvement Analysis (Renewage, LLC) and an Engineering Assessment of Sediments and Hydrology of Summit Reservoir (C.T. Male Associates). C.T. Male's work also included a bathymetric survey of the reservoir. These studies all support that the lake/reservoir is being filled with silt and damaging the long-term viability of the lake/reservoir. It is believed that much of the silting is coming from streambanks in the watershed sending sediment to the reservoir. Water quality is further being impacted by a combination of failing septic systems and agricultural run-off. These reports can be found in the appendices.

Geology & Soils

Columbia County is in two major physiographic units. Most of the County, including Philmont, is in the Hudson-Mohawk Valley. The easternmost part of the County is in the New England Upland. A strand of glaciolacustrine sand and gravel compose the subsection of the Hudson-Mohawk Valley in which Philmont is located. Located in central Columbia County, Philmont is underlain by folded shale bedrock. Elevation changes in the Hudson-Mohawk are relatively mild. The most abrupt changes in the Hudson-Mohawk occur in the central portion of Columbia County. These elevation changes helped foster the evolution of Philmont's water chutes to generate power, spurring industrial growth.

1.3.3 Engaging Partners & Stakeholders (Work Plan Task 4.2 A & B)

The goal of the public participation during this project was to foster communication, educate residents on various aspects for the project, create ownership in the strategy and build trust between the public, the Village of Philmont, Philmont Beautification, Inc. and various regulatory agencies. The public participation strategies used for this project further provided an opportunity to compile the public's knowledge regarding the history of the study area and understand the public's hopes, concerns and desires for the future of the Waterfront District.

The public participation plan achieved the following three objectives:

- Collected information from the public regarding the study area;
- Provided opportunities for the public to voice issues, concerns and opportunities;
- Provided an opportunity for the public to contribute their perspective in the development of the Village of Philmont Waterfront District; and
- Educated the public on some technical aspects of the project.

Executive Steering Committee

The Village Board appointed two members and Philmont Beautification, Inc. rounded out an Executive Steering Committee from a variety of stakeholder perspectives to advise the Elan Team. The Executive Steering Committee met regularly throughout the entire process of plan development for a total of 16 official Committee meetings. Other informal meetings also took place among Committee members throughout the process. Committee members also attended both the Vision Workshop and Public Workshop in order to help gather input from the larger audience and assist in interpreting information. The Executive Steering Committee was tasked with reviewing consultant documentation, and providing feedback, guidance, and recommendations based on community input. The Executive Steering Committee synthesized community input and crafted the vision, goals and recommendations based on this input. The Executive Steering Committee worked collaboratively with Elan Planning & Design throughout the entire process of plan development and recommended the plan to the Village Board and the New York State Department of State for acceptance and approval.

The following techniques were used to gather input from the general public, to share key findings, and to gain perspectives on the proposed draft plan:

- *Focus Group Meetings & Interviews:* Working with the Executive Steering Committee, the Elan Team identified several individuals in the community and region that have been or will likely be involved with redevelopment within the Waterfront District and have familiarity with the Study Area. These individuals included public and private sector individuals such as private land owners, study area businesses, neighborhood groups, etc.

On Tuesday, January 13, 2015 members of the Elan Team facilitated a series of Focus Group meetings and one-on-one interviews. Elan Team members included Lisa Nagle, Rob Holzman, Eric Hansen and Kelli Rose Pearson. Barbara Sagal and Tom Paino also sat in on a few of the meetings. Focus Groups included: Housing; Existing Businesses/Economic Development; Community Organizations; and Recreation & Environment. In total, we had 36 local and regional interests participate in the focus group meetings and interviews. All meetings were held at the Philmont Library in the Karen Garafalo Cultural Center.

- *Visioning Workshop:* The Visioning Workshop was held after a detailed understanding of the Waterfront District was developed. On February 24, 2015, the community came together for a day-long open house at the Karen Garafalo Cultural Center at the Philmont Library. Representatives from Elan Planning were on hand for the entirety of the day, helping guide participants through the various stations set up around the room. The open house event had over 75 participants that visited the 18 different stations. Stations were organized by topic areas, including Housing & Neighborhoods, Recreation & Environment, Business & Economic Development, Sustainability, and Places & Spaces. The Places & Spaces stations asked participants for their thoughts about the re-use of Summit Mill, Canal Street area, the waterfront area and, finally, Main Street.
- *Mini-Focus Group Meetings:* On June 8, 2014 the Elan Team facilitated a series of mini-focus group one-hour discussions. The intent of these meetings was to discuss some emerging concepts and ideas with a small group of community individuals to make sure that they were consistent with community expectations. Each group consisted of 3-5 representatives and included: Main Street Businesses; Cultural & Recreational Development; Alternative Health & Seniors; and Agricultural Interests. All mini-focus groups will be at the Philmont Community Center on Lakeview Drive.
- *Local Provider Workshops:* To assist with local resident and stakeholder understanding of project processes, elements and possible outcomes, six workshops held for the general public to attend. Each workshop had a broad representation of about 30-50 participants and took place at Village Hall on several Saturday afternoons from 3:00-5:00 in the fall of 2015 and Spring of 2017. The following workshops were held:
 - Matthew Kierstead of Milestone Heritage Consulting presented *Linking Past & Future: Historic Interpretation*

- Celeste Fay of Hydropower Consulting Specialists, LLC presented *Micro-Hydro Possibilities*
 - Jeff Anzevino of Scenic Hudson presented *Repowering Philmont’s Future with Water*
 - John Behan of Behan Planning presented *Summit Lake and Its Watershed: Past, Present, Future*
 - Mark Rowntree and Julia Sedlock of Cosmos Design Factory presented *Learning from Philmont: Observe, Collect and Invent the Future of HOusing*
- *Public Workshop Open House:* On November 18, 2015 the community came together for a day-long open house at Village Hall to review a draft of the Vision Statement, Goals and proposed projects for the Philmont Waterfront District. Representatives from Elan Planning were on hand for the entirety of the day, helping guide participants through the various stations set up around the room. The Open House event had about 50 participants that visited the 20 different stations. The stations began with a brief summary of existing conditions, which included demographic conditions and highlights from the interviews, focus group meetings and the previous Open House held on February 24th. From there, participants were guided through a series of stations that included the draft vision statement, draft goals, an overall framework plan, findings from studies of the reservoir, a plan graphic for the Lakeshore Park and Community Center, a plan graphic for the Mill #4 area located along Canal Street, and finally a series of stations regarding topic based recommendations including historic & cultural resources, nature & recreation, housing & neighborhood development, and finally, business & economic development. The final two stations asked if there were any thoughts or ideas that we didn’t capture and an overview of next steps. Each station allowed participants to make comments with Post-It notes and most asked participants to vote “like” or “dislike” the proposal with dots.
- *Website:* A web link was created on the Philmont Beautification, Inc. website to post draft documents, video podcasts, fact sheets, and meeting notices. The Executive Steering Committee and the Elan Team prepared materials for updates to the website on a regular basis throughout plan development and posted draft documents for public review as they become available.
- *Media/Press Releases:* Philmont Beautification, Inc. contacted local newspapers to advertise meetings and/or status of the plan to the community. Philmont Beautification also provided press releases through its website and coordination with regional news reporting entities.

1.3.4 Strengths, Weaknesses, Opportunities, & Threats (Work Plan Task 4.3C)

Strengths, Weaknesses, Opportunities, and Threats (SWOT) is a simple but useful analysis method to identify the benefits and disadvantages involved in a project. Strengths are defined as those characteristics of Philmont that give it an advantage over other communities in today’s environment. Weaknesses are defined to be characteristics that place Philmont at a disadvantage when compared to

others in the region today. Both strengths and weaknesses are recognized as internal characteristics. Opportunities and threats are characteristics external to Philmont, such as regional, national and global trends. Opportunities are defined to be elements from outside that Philmont could use to its advantage. Threats are defined to be pressures from outside that have the possibility to cause problems for Philmont to realize opportunities or undermine its strengths. This SWOT framework was the basic organization used in collecting information from the Executive Committee, data resources and throughout the community outreach process.

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. Other important strengths include resident's growing sense of community and the Village's rich history. Some key weaknesses include its poor housing and dynamics that contribute to acts of relatively minor delinquency. Another weakness relates to governance challenges, particularly involving collaboration among community leadership and not-for-profit organizations. Because Philmont is a small community, it does not have the budget to support paid positions for community and economic development. With that, the Village needs to work cooperatively with a variety of not-for-profit organizations that specialize in community and economic development. However, this still will require the need for coordination, and, again, presents a challenge for local leadership because of the need for a paid position to do so. Some key threats to the Waterfront District include Philmont's lingering negative reputation, the silt build-up in Summit Reservoir from nearby sources, and that the Village may be unable to accommodate for an increase in tourists (in terms of quality of life, facilities, and infrastructure).



Executive Steering Committee working together at the Vanderbilt House drafting the Waterfront Strategy.

SWOT Summary based on community input

Strengths

History of the place, including engineering of mill power
 Summit Reservoir
 Wildlife (particularly around Summit Reservoir)
 Summit Mill
 Canal Street Mill
 Proximity to Taconic Parkway and the Berkshires
 Proximity to Boston, NYC, and Hudson
 High Falls
 Availability of public services: sewer/water
 Connection to local agriculture
 International visitors - because of Hawthorn opportunities
 Strong Arts Community
 Farmer's Market
 Alternative medicine opportunities
 Rents are more affordable
 Located at the geographic center of the community
 Potential for hydro-power development
 Active Philmont Beautification Inc.
 Sewer/water
 Fire department
 Library
 Head Start

Weaknesses

Poor housing and dynamics
 Out of town housing owners are not taking care of buildings
 Tenants are not taking enough care of houses they are living in
 Need stronger government collaboration
 Need to make Main Street more active
 Need for more affordable, quality housing in Philmont
 Perception that if take care of property, then taxes will go up
 Delinquency
 The idea that the best part of the Village is behind us
 Lingering negative reputation
 Poor public transport to surrounding region
 Lack of activities for youth
 Bedroom community
 The vista of the lake is blocked on the east end
 Poor condition and lack of sidewalks
 Lack of consistent local workforce
 Low education levels of residents
 Lack of support for low-income residents in terms of child care and transportation
 Can make Philmont a destination - not on a main road
 People need to look too hard to find these places
 Seasonality of business makes off-season extremely difficult
 Lake more silted
 Dilapidation housing & commercial structures
 Local business owners need to work together more
 Explore options to generate local energy
 Philmont is out of the way; need to make Philmont a destination
 Bus garage at edge of Summit Reservoir

Opportunities

Influx of organic farmers & local foodies
 Influx of second home-owners from NYC
 Influx of artists
 Hawthorne Valley Farm/School/Store
 Health Economy
 Healthy Lifestyle Recreation
 Food & Agriculture
 Artisan Production & Culture
 Summit Mill
 Buzz is that people want to be in Philmont
 Rooftop/Community Gardens
 Attract new downtown businesses with success of existing businesses
 Walking trails / parks
 Philmont history
 Harlem Valley Rail Trail
 Support for home based businesses
 Increase diversity of skills for local residents
 Increase local home ownership
 Artisan-scale high-value tourism
 Climate change - could be opportunity to become an incubator for climate change
 New kind of education: farm interns; could serve as a model for the New Economy
 Opportunity for eco-tourism
 People are talking that Philmont is the "next place" in Columbia County

Threats

Need improved signage along the Taconic Parkway
 Overshadowed by Hudson
 Possibility that the Dam breaks
 Pollution of creek
 Village unable to accommodate tourists
 Adequate maintenance of hiking trails
 Loss of wildlife
 Gentrification
 Becoming overly touristic to detriment of local quality of life
 People like it when they get here, but many seem to leave after being here for a couple of years
 Need to provide more within Village to keep local population from buying outside of the village
 Continued silting of the reservoir/lake

1.3.5 Market Conditions (Work Plan Task 4.3 D)

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. 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 several 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.¹ The presence of Etsy 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 employees², many of whom are local residents); Pretium Manufacturing (plastic packaging, 90 employees); Hawthorne Valley complex—farm, school, store (115 employees); and Gro Max Ltd, manufacturer of bagged and bulk soils. The table to the right, 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

2013 Employment by Industry	Philmont	
	Estimated Employment	Median earnings (dollars)
Civilian employed population 16 years and over	616	\$28,833
Agriculture, forestry, fishing and hunting, and mining:	7	na
- Agriculture, forestry, fishing and hunting	7	na
- Mining, quarrying, and oil and gas extraction	0	na
Construction	42	na
Manufacturing	57	\$22,321
Wholesale trade	20	na
Retail trade	50	\$33,750
Transportation and warehousing, and utilities:	29	\$47,583
- Transportation and warehousing	29	\$47,583
- Utilities	0	na
Information	2	na
Finance and insurance, and real estate and rental and leasing:	20	\$39,773
- Finance and insurance	15	na
- Real estate and rental and leasing	5	na
Professional, scientific, mgmt, and adm., and waste mgmt services:	59	\$77,625
- Professional, scientific, and technical services	31	\$79,875
- Management of companies and enterprises	0	na
- Administrative and support and waste management services	28	\$32,750
Educational services, and health care and social assistance:	161	\$33,977
- Educational services	78	\$34,773
- Health care and social assistance	83	\$31,625
Arts, entertainment, recreation, accommodation & food services:	92	\$6,053
- Arts, entertainment, and recreation	61	\$4,934
- Accommodation and food services	31	\$25,208
Other services, except public administration	37	\$22,132
Public administration	40	\$52,917

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

services) with 92 jobs, iii) professional, scientific, management, and administration, and waste management services jobs with 59 jobs, and iv) manufacturing with 57 jobs.³

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.

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

Based on interviews and our understanding of the local economy, we believe that some home-based business in arts and crafts and small-scale food production may not be adequately captured in the statistics.

Business Environment

Philmont's business support institutions are relatively few and must rely on county-wide organizations for support, specifically the Chamber of Commerce and the Columbia Economic Development Corporation. 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.

Social and Human Capital

The Philmont community seems very excited about the idea of revitalizing the village. 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 in 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"⁴. The historic Philmont community has been welcoming an increasingly diverse community, including economic, social and life-style diversity. 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."⁵

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 District.

Natural Capital

Philmont has a great advantage in that it has many environmental and recreational assets. This includes the Summit Reservoir, creeks, and 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 and locally known as the Josh Essig Trail, which leads down to the Summit Reservoir. There is also a Rod & Gun Club trail system that connects to the old 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 and leads to 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. Today many of those features are missing from the Community Center, yet it still plays an important community role with small playground right outside of the center, and includes a restroom that people can utilize when spending the day at the Summit Reservoir. The Community Center has significant potential to be restored as a prominent gathering place for all in the community while connecting the waterfront and downtown, to key community assets.

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 Conservation Area, which includes High Falls and a segment of the Agawamuck Creek, includes a 2-mile trail network. The High Falls Conservation Area is a 47-acre property that is owned and managed by the Columbia Land Conservancy, a member of the Executive Steering Committee for this strategy. 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.

Key Local Support

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

Development

- Columbia Economic Development Corporation (microloans)
- Philmont Beautification, Inc.
- Bank of Greene County (previous loans to small businesses as participants in Philmont Beautification, Inc.'s Main Street Program)

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)
- Hudson Valley Agribusiness Development Corporation
- Columbia Greene Community College
- Columbia Land Conservancy Farmer-Landowner Match Program

Philmont / Columbia County Businesses (registrars):

- <http://philmont.org/business.html>
- <https://www.columbiachamber-ny.com/business-directory/>

1.3.6 Market Opportunities

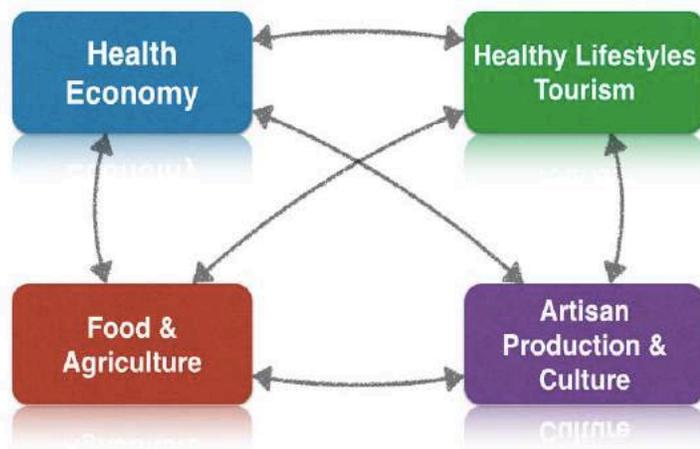
From an economic and community development perspective, the primary goal for revitalizing Philmont's Waterfront District is to increase the quality of life for local residents in a way that promotes prosperity and economic resilience. All brownfield development and associated community development projects 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:

1. Food & Agriculture
2. Health Economy
3. Healthy Lifestyles Tourism
4. Artisan Production & Culture (fine craft trades i.e. custom furniture, fixtures, and doors)

The following sections give greater detail and analyze each of these nodes individually.

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 link to potentials for both 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:

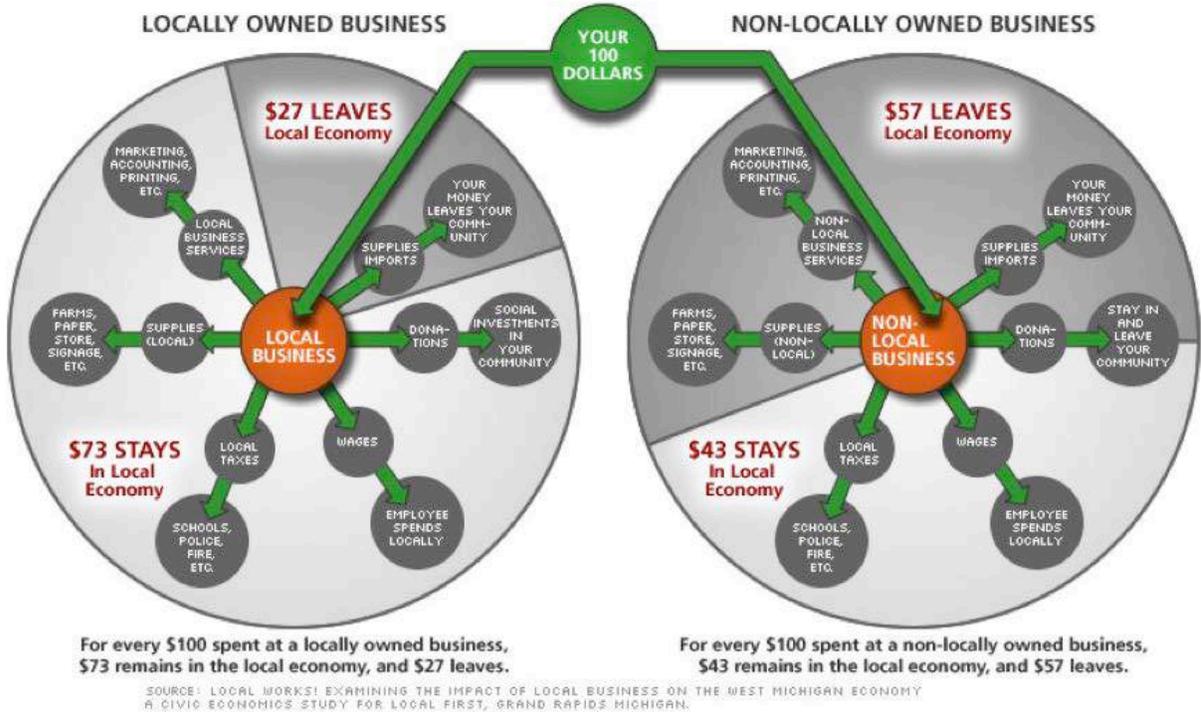


- **Invest in local people:** skills development & expansion, skills diversification, empowerment/ participation, support systems. Investing in local people focuses on developing opportunities for local people to diversify income, to build skills and entrepreneurial abilities, and to access finance for 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, and clean, renewable energy. Ecologically sustainable projects create community assets for local and regional residents.
- **Invest in local production systems:** create and retain local capital by localizing food systems, artisan production, healthcare and well-being, and energy production. Investing in local production systems could include support for building/renovating facilities, purchasing shared equipment, and 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 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 supporting 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.



Economic Development Nodes

As noted above, the primary economic development nodes identified as relevant to Philmont include: Food & Agriculture, Healthy Lifestyles Tourism, Health Economy, and Artisan Production. These broad categories are discussed in more below.

1. Food & Agriculture Node

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%).⁶ In 2008, local food sales estimated to be \$4.8 billion.⁷

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, as has 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).⁸ 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 globally over the next several 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.”⁹

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 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.

Expanding organic farming as well as an agricultural market scene will not only keep more local money circulating within the economy, as demonstrated above, but will have a positive synergy with the healthy lifestyles tourism sector and help the budding health economy sector. Further, a strong local food economy that has educational opportunities, appealing local value-added products, food-



Local 111, Philmont’s premier restaurant with a commitment to using local produce.

oriented festivals or events, and farm visit opportunities, will increase the ability of gastronomy & agro-tourism to attract targeted visitors.

Philmont's Target Market for Food & Agriculture

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 continues to trend towards local-sourced consumption, the Columbia Land Conservancy (CLC, a member of the Philmont Waterfront District's Executive Steering Committee) 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 development¹⁰, the CLC has remained steadfast in preserving agricultural farmlands. The Columbia Land Conservancy works to support the continued viability of the county's agricultural economy in several ways. CLC combines farmland conservation techniques with farmland access programs helping to keep local farms viable and in active production. CLC operates a Farmer Landowner Match program through which we assist farmers and landowners with finding each other and establishing successful land tenure relationships. CLC serves as a resource of information regarding farmland ownership, conservation and land access, and offers related workshops and training opportunities. As of 2016, CLC had protected more than 16,000 acres of land in farms, representing approximately 17% of the farmland in Columbia County. This land remains in private ownership and at the same time protected from non-farm development.

Today, the strong agriculture community and the rural scenic quality are 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 local residents, interest in the farmland and farming practices are the primary attraction. Many new residents are interested in living near their farmer and owning their own 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 York City residents 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.

Local Initiatives for Food & Agriculture

Informed by workshops with the community and individual brainstorming sessions, we have generated different projects/initiatives that have potential to increase Philmont's Food & Agriculture economy. There is a great amount of variety in these projects/initiatives that indicate the many different types of opportunities in Philmont:

- Café
- Heritage grain mill
- Brewery
- 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

- Pop-up seasonal food vendors/kiosks, crafts market, farmers market at lakefront
- Organize Food Tourism Association or package offerings
- Expand “The Kitchen” project
- Youth hostel for farming, food, and art interns
- Map of regional farms
- Goat milk production coop
- 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

Local Resources for Food & Agriculture

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.¹¹ Columbia County also hosts a Columbia County Fair every year, which is 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.¹² 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 include 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.¹³

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.

2. Healthy Lifestyles & Tourism Node

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 store along Main Street. With the scenic attraction of the High Falls and Summit 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, a 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 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 provide the basis for reviving local recreation as well as a providing a cornerstone for attraction and growth of regional tourism. Although not within the Waterfront District, 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. While these destinations are outside the Waterfront District, the Waterfront District can provide amenities that enhance the experience of agri-tourism venues such as eating at local restaurants that use products from the farms hosting visitors.

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 for Healthy Lifestyle Tourism

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 homes in Columbia County 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 with its revitalizing Main Street 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” market segment (LOHAS, a market segment focused on health and fitness, the environment, personal development, sustainable living, and social justice. www.lohas.com). 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.

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.”



Fishing on the shores of the Summit Reservoir.

Local Initiatives for Healthy Lifestyle Tourism

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 Air B&B, in-home art studio sales, etc.
- Local Artisan tours
- Support hotels, Air B&B to increasing quality of service, link to local services, local economy
- Establish local boating/bicycle/x-country skis rental business on Summit Reservoir and the emerging Harlem Valley Rail Trail (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
- Develop Art, Nature, and Culture interpretive trail system completely around Summit Reservoir
- Re-invest in Community Center and Lakeshore Park (as a nature-based playground)
- Develop an Interpretative Nature Center, with connection to waterfront
- Establish an official tourism office on Main Street
- Connect lakefront to High Falls Conservation Area and to downtown to create a “walking loop”
- Establish an alternative health hub

Local Resources for Healthy Lifestyle Tourism

- 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

3. Health Economy Node

The Health Economy Node 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 the Village's center, is a county-owned not-for-profit center for advanced care needs with 200 full- and part-time workers, and has been 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 Hall 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 sector¹⁴, 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 above). 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 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 for Health Economy

Regional demographic and cultural trends reflect a growing emphasis on senior and alternative health care. In Columbia County, the population is aging. Projections¹⁵ 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.

Growth of Market for Alternative Medicine
In December 2008, the National Center for Complementary 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.

Local Initiatives for the Health Economy

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.

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.

Informed by workshops with the community and individual brainstorming sessions, we have generated different projects/initiatives that have potential to increase Philmont’s health economy:

- 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

Local and Regional Resources for Health Economy

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 are provided in the appendices that 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”¹⁶. The Columbia Economic Development Corporation (CEDC) is very similar, and focuses on strengthening Columbia 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. 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. Artisan Production & Culture

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 art and place making.

According to a recent Brookings 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.¹⁷ 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.¹⁸ 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.¹⁹ 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 District 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 culture networks and resources that extend 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, 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.²⁰

With a spirit of innovation and an entrepreneurial focus, the Artisan Production & Culture node can interact synergistically with the three other identified economic opportunity nodes identified above, 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.²¹ 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.²² Tourists visiting an area for cultural events stay longer and spend more money and are thus a key target demographic for tourism campaigns.²³

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 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.²⁴

In Philmont, supporting the arts and culture sector could take the form of:

- shared work-space and tools/ artist cooperative with retail
- space for classes/ educational opportunities
- entrepreneurial support for developing and promoting micro and home-based businesses
- coordinated marketing campaign
- support for networking and coordinating activities across economic sectors.

Local Initiatives Artisan Production & Culture

Informed by workshops with the community and individual brainstorming sessions, we have generated different projects/initiatives that have potential to increase Philmont's artisan production & culture economy. There is a great amount of variety in these projects/initiatives that indicate the many different types of opportunities in Philmont:

- Special events in the Summit 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 regional 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
- Focus on support for home-based and micro businesses - link to etsy.com, fine woodworking and cabin making, masonry, etc.
- Entrepreneur skills workshops for fine crafts people, artists
- Develop Artisan skills workshops for tourists
- Teaching youth artisan skills, such as shoe making and leather bag production

Local Resources for Artisan Production & Culture

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.²⁵

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.²⁶

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.²⁷

Columbia County 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.²⁸

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

Perform Columbia

Perform Columbia 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 Perform Columbia 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.²⁹

Creating Synergies

Within each Economic Development Node identified above, it is possible to design projects that have synergetic potential with multiple nodes, as well as creatively address challenges and opportunities specific to Philmont. Projects must also be clearly linked to the area within the scope of the Waterfront District – 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 Quality of Life (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 on-going process of keeping local and regional networks alive and active.

1.4 Redevelopment Sites with Constraints (Work Plan Task 4.4)

The following sites provide current site data for four key redevelopment areas with real or perceived redevelopment limitations located within the Philmont Waterfront District. A total of thirteen sites have

been identified and are grouped into four areas. The following tables highlights these sites: location, a brief description, ownership, zoning, and of remedial investigations. These areas should be considered for further Site Assessment funding. More detailed site profile forms for each site is provided in **Appendix**



Area 1: Summit Mill

Common Name:	Summit Mill
Address:	2 Summit Street
Land Area:	1 acre
Building:	3 story brick mill built in the late 1800's, high historical significance; gross floor area: 32,664
Zoning:	M - Mill District
Status of Environmental Remediation:	No remedial investigation has been completed to this date.
Owner:	Eleanor Ambos

Area 1 Representative Images



Area 2: Canal Street Mill

Common Name:	Aken Knitting Mill #3
Address:	Canal Street (east) Area 2 comprised of four separate parcels, all owned by the village
Land Area:	4.48 acres
Building:	Single story brick building used by the highway garage. Built as part of the original Aken Mill complex. The remained of the property is vacant as the Mill complex was demolished in the 1940s.
Zoning:	Hamlet 1
Status of Environmental Remediation:	No remedial investigation completed to date
Owner:	Village of Philmont owns all 4 parcels

Area 3: Canal Street West

Common Name:	Aken #3 Outbuildings
Address:	Canal Street (west) Area 3 is comprised of 3 properties all held in private ownership
Land Area:	2.99 acres
Building:	9 Canal Street: the building was once part of the Aken Mill No. 3. The structure is in fair condition. It has two stories and two elevators. An attached loading dock was constructed in 1980. Gross floor area - 6,930 11 Canal Street: Two story brick private residence 59 Main Street: One family residence built in 1890 and ravine area
Zoning:	Hamlet 1 and Hamlet 3
Status of Environmental Remediation:	No remedial investigation completed to date
Owner:	9 and 11 Canal St: Jerry Howett 59 Main St: Reed, Chris & Giblette, Jean

Area 2 Representative Images



Area 3 Representative Images



Area 4: Village Gateway

Common Name: Village Gateway

Address: 165 Main Street (Johnston and Pulcher Inc)
 164 Main Street (American Legion Hall)
 2 vacant right of ways
 160 Main Street (Philmont Car Wash)

Land Area: 4.56 acres

Building: Area Four is ranked as high importance because of its prominent position on Main Street and the Summit Reservoir. The parcel has high development potential due to its proximity to existing historic structures and businesses. The Harlem Valley Rail Trail will be routed somewhere along the northern perimeter of the Summit Reservoir. When complete, the multi-use trail will open up economic development opportunities by drawing more visitors, and by attracting and retaining residents. The parcels adjacent to Area Four (The Philmont Opera House, The American Legion Hall, the Vanderbilt House) all contribute to Philmont’s unique character. These places will benefit through improving the conditions in Area Four.

Zoning: General Business

Status of Environmental Remediation: No remedial investigation completed to date

Owner: 165 - Michael S. Johnston LLC
 164 - Eleanor Ambrose
 160 - Ritchie, William and Sherry

Area 4 Representative Images



Johnston and Pulcher Inc



American Legion Hall



Philmont Car Wash

¹ 2003 Philmont Comprehensive Plan

² www.columbiacountyny.com/future-of-pine-haven/home

³ 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.

⁴ Our Town, Philmont: Rising from the Ashes, Spring 2013

⁵ Our Town, Philmont: Rising from the Ashes, Spring 2013

⁶ 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

⁷ 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

⁸ Low and Vogel, USDA-Economic Research Service, 2011

⁹ "Agroecology and the Right to Food", Report presented at the 16th Session of the United Nations Human Rights Council [A/HRC/16/49] 2010.

¹⁰ United States Department of Agriculture.

¹¹ <https://sites.google.com/a/columbiacountyny.com/columbia-county-planning-economic-development/agriculture>

¹² www.columbiafair.com

¹³ <http://www.hvadc.org>

¹⁴ 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.

¹⁵ Cornell Program on Applied Demographics

¹⁶ <http://hudsonfirst.com/2013site/>

¹⁷ 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.

¹⁸ Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences (2007)

¹⁹ 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

²⁰ Mid-Hudson Arts and Culture: The Economy Impact. Center for Research, Regional Education and Outreach's (CRREO). July 2014

²¹ 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>)

²² <http://www.americansforthearts.org>

²³ 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)

²⁴ 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>

²⁵ www.freecolumbia.org/

²⁶ <http://www.artscolumbia.org/>

²⁷ artschoolofcolumbiacounty.org

²⁸ <http://www.columbiacountyarts.org/>

²⁹ <http://www.performcolumbia.com/>

Our Preferred Future:

2

Setting a Vision & Goals

2.1 Community Thoughts (Work Plan Task 4.1 C)

The issues identified above through our research and public feedback from interviews, focus groups and the open house helped to develop the vision and goals for the future of Philmont's Waterfront District. The Vision and Goals below should be used to gauge future projects and policies as they are presented and considered by both the public and private sectors.

2.2 Vision for the Philmont Waterfront District

The Philmont Waterfront District is an area of historic innovation that connects natural beauty, diversity and an entrepreneurial spirit. It is a place that fosters collaboration and partnerships for people to pursue healthy and active lives; a place that celebrates history, personal growth, and connection to our land and water resources, all with an eye to the future.

2.3 Goals for Investment

Historic & Cultural Resources

1. Recognize the Waterfront District's unique role in the founding of Philmont as an innovative and dynamic mill village.
2. Preserve and enhance the historic spaces and places of the Waterfront District.
3. Strengthen existing cultural resources to stimulate social and economic collaboration.

Nature & Recreation

1. Enhance opportunities to connect the Waterfront District with surrounding natural resources and neighboring communities.
2. Manage the waterfront and natural areas to stimulate sustainable economic development and enhance healthy living.

3. Prepare for extreme weather events by increasing the resilience of Philmont’s waterfront and landscapes.

Housing & Neighborhood Development

1. Create a Waterfront District that will enhance the existing objectives of the Mill District.
2. Create sustainable land use tools to manage housing growth and neighborhood development.
3. Invest in neighborhood infrastructure to foster positive social interaction and opportunities for healthy, active living.
4. Support efforts to conserve and improve the Village’s historic housing stock.

Business & Economic Development

1. Recognize, promote and support local production systems, including initiatives for conserving surrounding farmland and natural resources.
2. Explore ways to leverage Philmont’s water resources for environmentally sustainable economic development.
3. Identify strategies to encourage collaborations and entrepreneurship to support a dynamic local economy with entrepreneurial spirit.
4. Promote community revitalization that restores economic vitality while conserving natural and historic resources.
5. Create a community-informed revitalization plan centered on the Summit Reservoir area, starting with selected sites including potential brownfields, to stimulate public interest and promote economic development in the Village of Philmont and surrounding areas.



Policies & Strategies

for Our Future

New York's Hudson Valley is dotted with old villages and hamlets, each with its own unique story. While some are immigrant settlements or trading posts at well-located crossroads, others are tourist havens or old company towns. In the 125 years since its incorporation, this former mill town-turned bedroom community has seen cyclical growth and decline that is perhaps more reflective of larger rust belt cities than of a verdant small town in a relatively affluent Hudson Valley county. In 2013, Philmont received a New York State Brownfield Opportunity Area (BOA) grant, and with that, an opportunity to take a fresh look at itself. The program offered the resources to look toward the future and determine how to best use its resources – historic and otherwise – to set an innovative course for the future. While perhaps not evident at first glance, one has to only observe a fraction of the vestigial industrial infrastructure to get that innovation is in Philmont's DNA.

Residents have been the leaders in a conversation about what the Village of Philmont wants to be next. As part of this Waterfront District project, the community has developed a list of questions and moved forward on answering them, with the objective of knowing who Philmont wants to attract and what it is willing to invest and leverage at a local level in order to attract those people ... and move toward its next chapter.

The historic Philmont was innovative in that it was formed to harness water to power the many local mills. This sense of industry has passed down through generations and is now manifest in locally-owned restaurants like Local 111, Gabriel's Pizza and Grill, Mcnan's Variety Foods, and Main Street Public House, the vision of Philmont Beautification, Inc. to establish a grass-roots not-for-profit organization solely dedicated to village-wide revitalization, the renewed Vanderbilt House, and the five star Philmont Public Library. The stems of other sectors are apparent in new business owners who are bringing knowledge of Chinese medicine to Philmont, and others who will be utilizing the new Food Kitchen and exchanging ideas about regional agricultural practices. Philmont's proximity to the Hawthorne Valley Waldorf School is another boon to the area, as the tangible and economic benefits of the school and farm's instructors and staff, parents and students regularly impact the village in positive ways.

This project is the culmination of months of dedication, hard work and time by residents and the BOA team. It is important to note that the resulting product is not a wish list of projects but rather ideas that are ready to implement. A new park. New buildings. Restored mills. Micro-hydro power. Restoration of the reservoir's water quality with unique water filtration and management practices. A first class green infrastructure network. These projects are ready to go online and Philmont residents are prepared to keep them going for generations to come.

The following recommendations establish a framework for the transformation of the Philmont Waterfront District into a destination for people to live, work, recreate, learn and be healthy. It includes a mix new uses, strengthens the neighborhood, enhances recreation, enriches the physical environs and improves infrastructure. While some of these projects can be addressed relatively inexpensively and in the short-term, it will also require the necessity of a long-term view.

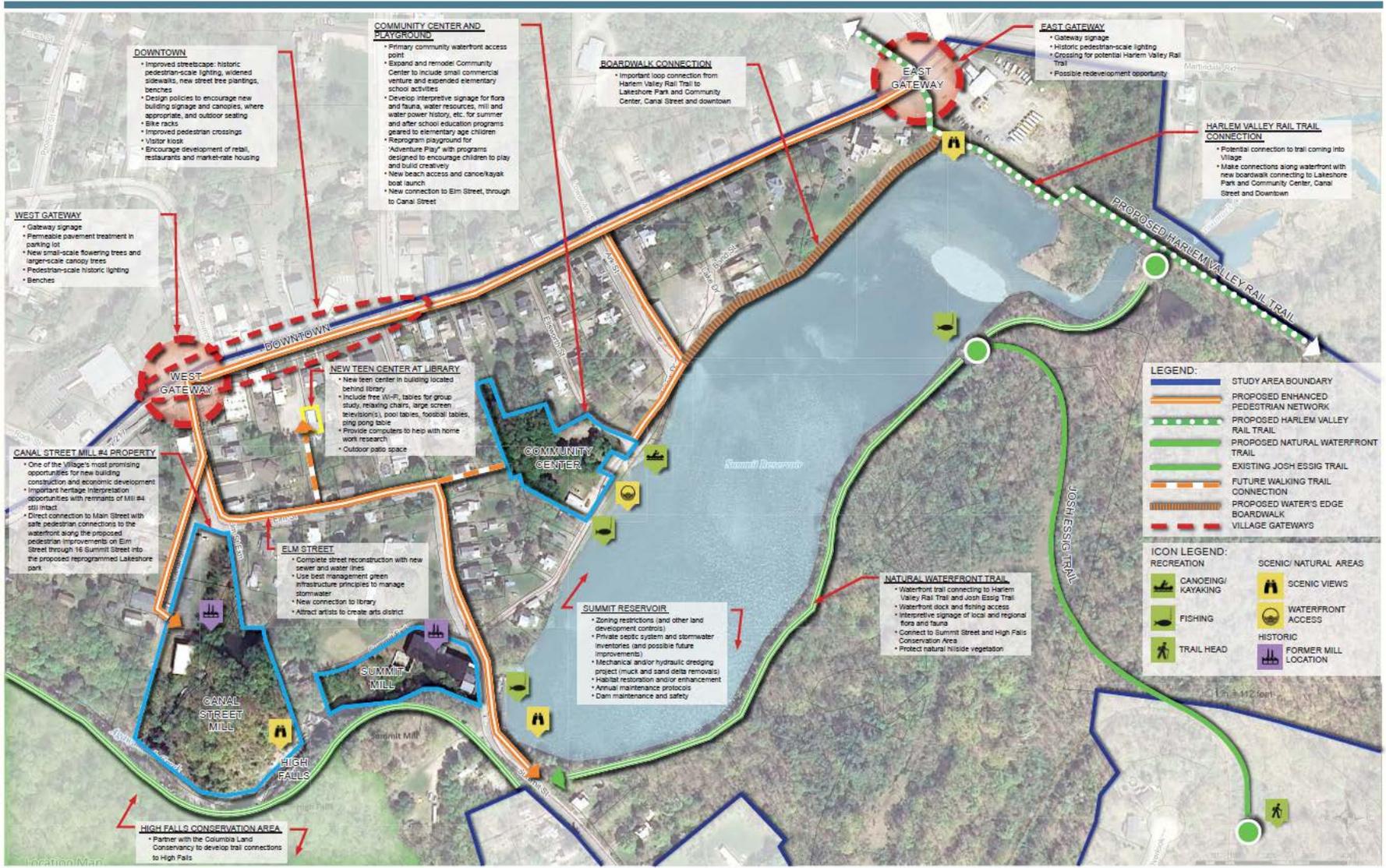
The recommendations are outlined in a Framework Plan, followed by a series of topic areas. The Framework Plan gives a sense of how the various pieces of the Waterfront District are brought together. Recommendations are then further refined by topic areas. All recommendations reflect the Vision and Goals defined in the previous section.

3.1 Framework Plan

Framework plans provide a vision of the kind of place the community wants to be in the future. The *Philmont Waterfront District Framework Plan* builds upon the assets of Philmont to address social, cultural, economic, recreational and environmental needs. The Framework Plan aims to create locations for future recreational and cultural destinations, introduce new uses, revitalize stagnant areas, establish new economic opportunities and transform the Philmont experience through an integrated pedestrian network.

The Framework Plan influences policies that have a direct bearing on quality of life. Village leaders and private investors can look to the Framework Plan for direction on land use, new development, transportation, housing, parks, trails and open space, infrastructure, and economic development. The Framework Plan builds upon the foundation laid by the Philmont Comprehensive Plan.

The Framework Plan on the following page articulates a shared vision for the Philmont Waterfront District's future, and sets the foundation for specific recommendations for reaching that future



3.2 Strategic Opportunity Sites

The previous section identified four key areas that need focused attention related to the potential for environmental limitations. The Strategic Opportunity Sites identified below all offer economic, environmental and community benefits to help realize the vision of the Waterfront District.

<p>1. Downtown</p> <ul style="list-style-type: none"> • Provides the highest level of ‘visibility’ of Philmont, forming impressions of residents, visitors and investors alike • Will attract and retain residents, businesses and institutions, jobs, and investment • Important gathering place for community residents and visitors 	<p>5. Community Center & Playground</p> <ul style="list-style-type: none"> • Primary waterfront access point located along proposed waterfront trail connection with Harlem Valley Rail Trail • Expand and remodel Community Center to accommodate small commercial venture and expanded elementary school activities • Reprogram play ground to for ‘Adventure Play’
<p>2. Library</p> <ul style="list-style-type: none"> • Centrally located on Main Street • Nearby space to accommodate teen population • Supports personal and professional development while providing opportunities for cultural engagement 	<p>6. 16 Summit Street</p> <ul style="list-style-type: none"> • Privately-owned property that provides critical safe pedestrian connection between waterfront and downtown via Elm Street and Canal Street
<p>3. The Sacred Church</p> <ul style="list-style-type: none"> • Architecturally and culturally important building in Philmont • Can be repurposed to facilitate the Health Economy: senior care, alternative health & medicine, and health and fitness activities 	<p>7. Summit Mill</p> <ul style="list-style-type: none"> • Privately-owned property with significant potential to contribute to the Village’s future economic development opportunities
<p>4. 165 Main Street</p> <ul style="list-style-type: none"> • Important privately-owned community gateway parcel • Prominent scenic views of lake • Adjacent to historic properties and future Harlem Valley Rail Trail • Potential for higher-value redevelopment: commercial/retail or small-scale banquet/conference facility, with design standards 	<p>8. Canal Street Mill #4</p> <ul style="list-style-type: none"> • One of the Village’s most promising opportunities for new building construction and economic development • Important heritage interpretation opportunities with remnants of Mill #4 still intact • Direct connection to Main Street with safe pedestrian connections to the waterfront via Elm Street pedestrian improvements through 16 Summit Street

Summit Mill



Strategic Opportunity Sites



Family Fun at Summit Reservoir

Photo courtesy of Steve Benson



3.3 Historic & Cultural Resources

Celebrating Philmont's history is a prevailing theme throughout the Waterfront District. The Waterfront District's built environment is a direct representation of Philmont's history and place. By stabilizing the areas historic structures, we are able to provide the visual conservation of Philmont's cultural identity. The Waterfront District plan recognizes that we have an obligation to respect this community resource and preserve it for future generations.

The Trust for Historic Preservation notes that in addition to solidifying a community's past, preservation can help strengthen a community's future. Historic buildings help create vibrant, cultural downtowns that draw tourism, art, festivals, and other activities which in turn draw investment, revenue, and economic growth. A dynamic historic downtown can be the centerpiece of community life: a place to shop, invest, create and live. Simultaneously, preservation can be a tool to boost economy and quality of life.

Not only do historic and cultural resources provide important social benefits, they can be important economic generators. Numerous economic impact studies have been conducted throughout the country. All point to one common factor: properties located within historic districts realize faster increases in values than those properties not located within historic districts. The Waterfront District has a rich history to share, along with some rare remnants still visible today, particularly in the canal chutes still located near the site of Mill #4 at the end of Mill Street.



Yesterday

Vanderbilt House



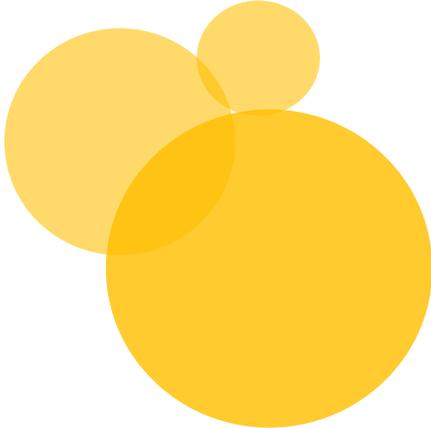
Today

STRATEGY	DESCRIPTION & BENEFITS
Develop inventory of historic places and structures	<ul style="list-style-type: none"> • Understand where historic resources are, including vacant sites and unique remnants (i.e. raceways) • Sets the foundation for a local preservation ordinance
Create local preservation ordinance	<ul style="list-style-type: none"> • Provides tool for Village to protect and restore historic properties
Consider designating the Waterfront District as a Historic District	<ul style="list-style-type: none"> • Could help to stabilize neighborhood with increased property values • Creates potential for property owners to realize tax exemptions on improvements
Create a dedicated local history collection at the library	<ul style="list-style-type: none"> • Opportunity to bring in schools to learn about local history • Help to foster understanding and pride in Philmont
Sponsor events that celebrate local and regional history	<ul style="list-style-type: none"> • Events help to bring people together and celebrate Philmont • Opportunity to express unique history, such as the sluices
Create a walking tour that moves people through the Waterfront District with interpretive signage	<ul style="list-style-type: none"> • Learn the architecture, people and notable events of Philmont’s unique history • Schools can bring students on tours and help foster pride in the community
Create historic interpretive park near the site of Mill No. 4	<ul style="list-style-type: none"> • Mill 4 was one of the original mills located in Philmont • Some irreplaceable remnants still exist at the site and can create fun learning opportunities
Cooperatively work with the Summit Mill owner to put the building back into productive use	<ul style="list-style-type: none"> • Mill sits at a special place within the District and can fill a variety of uses that benefit both the property owner and community • Consider incentives to help the property owner restore the building (i.e. reduced taxes, partner for public funding to restore building)
Create a Village-appointed Historic & Cultural Resources Task Force	<ul style="list-style-type: none"> • Village has limited resources, both financial and manpower • Task Force should be accountable to the Village Board and will lead the charge to utilize historic and cultural resources as an important component of the Village’s economic development initiatives

Remnants of sluices that powered



several mills near Canal St.



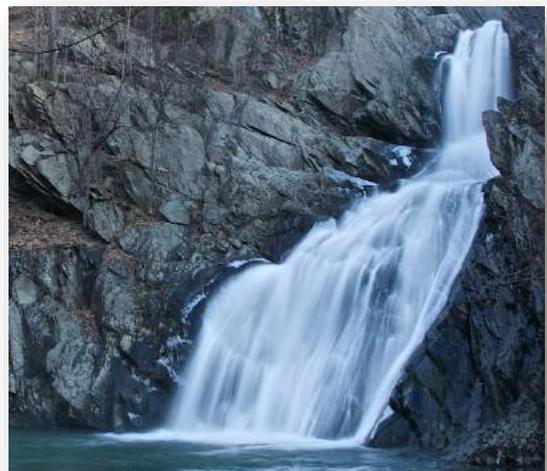
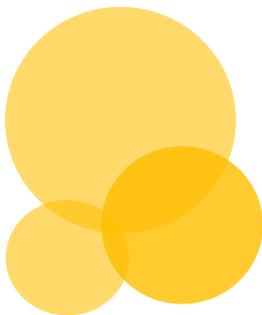
3.4 Nature & Recreation

The Waterfront District emphasizes the natural environment as a key element in its revitalization. The natural environment is to be preserved and enhanced for both its intrinsic worth and for the value it creates as an attractive setting for development. Connecting the natural areas such as Lakeshore Park and the reservoir with the High Falls Conservation Area will establish an identity for the Waterfront District as a place for nature and recreation. Creating a loop, these areas are all to be connected to downtown via a clearly defined, comfortable pedestrian loop. The loop system is anchored by the establishment of a cultural and recreational hub of passive and active opportunities, comprised of a Lakeshore Park and Community Center, providing a vital connection between the Reservoir, the Harlem Valley Rail Trail, Canal Street and downtown.

Summit reservoir is a critical underutilized public amenity and a catalyst for the resurgence of the Waterfront District. From the beginning of this project, the primary community revitalization objectives have been to create a sustainable community in Philmont and the Summit Reservoir area, and to minimize immediate and long-term impacts on the environment. Through the development of this project, it has been determined that the Summit Reservoir has the potential to provide micro-hydro power and the water quality of Summit Reservoir can be restored for swimming and fishing activities.

It was also determined that ecological footprint can be improved with the integration of low-impact building and design strategies. This includes adoption of water management techniques that protect and restore the natural water cycle, thereby reducing flooding and pooling water after wet weather events. This means integrating the natural environment with engineered systems such as permeable pavements, infiltration planters, trees and tree boxes.

The Waterfront District expands the role of its natural assets to create a focus for new investment and support a range of activities. The gradual build-out of the Waterfront District is recognized as an important opportunity to reconnect the Reservoir to the commercial core through a sustainable interconnected network of parks, natural areas, and economic development. There are a number of strategies that all work in coordination to support this enhanced activity.



High Falls

STRATEGY	DESCRIPTION & BENEFITS
Create a Lake Protection Ordinance	<ul style="list-style-type: none"> • Essential tool for protecting the quality of the lake/reservoir once restored • Protect and maintain the quality of the lake/reservoir from pressures of both shoreline and watershed development
Develop a loop trail network throughout the District	<ul style="list-style-type: none"> • Fosters healthy living and safe pedestrian mobility • Can be coordinated with efforts to create an historic walking tour
Support the development of the Harlem Valley Rail Trail	<ul style="list-style-type: none"> • Numerous studies have proven that regional trails have meaningful economic impacts on local host communities • Village ought to work cooperatively to bring the trail into the Village’s downtown to realize maximum economic returns
Adopt Green Infrastructure principles for all municipal projects	<ul style="list-style-type: none"> • Adopting these principles sets the stage for future infrastructure investments • Helps position the Village for grant funding resources • See graphic on following pages
Reconstruct public right of way throughout the Waterfront District with Green Infrastructure components	<ul style="list-style-type: none"> • The Waterfront District is susceptible to flooding • Can mitigate flood risk by slowing and reducing stormwater discharges • Water infiltrated into the soil can recharge ground water, an important source of water in Philmont
Restore reservoir water quality for swimming and fishing	<ul style="list-style-type: none"> • Throughout the outreach process, residents consistently identified swimming in the lake/reservoir as a priority • Creating swimming and fishing access will help to strengthen the Community Center and Lakeshore Park as local gathering places
Clean up the banks of the Agawamuck Creek	<ul style="list-style-type: none"> • Agawamuck Creek’s edges are littered with household and automotive debris, making the water’s edge unattractive
Develop a Teen Center behind the library	<ul style="list-style-type: none"> • While the library provides space for teens to gather and study, it has limited recreational amenities • Residents called for improved youth activities • The vacant building at the east side of the library can serve teens with gaming tables, free wifi, and weekend gatherings
Create a Village-appointed Nature & Recreation Task Force	<ul style="list-style-type: none"> • Village has limited resources, both financial and manpower • Task Force could help manage nature and recreation programming and investments
Restore Lakeshore Park and Community Center as a focal point for community gathering, nature and recreation	<ul style="list-style-type: none"> • Lakeshore Park provides a special opportunity to create an integrated recreation amenity for young children, educational prospects, and a place for family gatherings • See the proposed Concept Plan on the following page



Green Infrastructure



In 1938 Philmont experienced flooding that devastated the community. More recently, New York has been hit with extreme weather events, including storms Irene, Lee and Sandy. Today, normal storm events create significant pooling along Main Street.

In an effort to become a more resilient community, the Waterfront District includes integration of green infrastructure in the reconstruction of the public right of way, including:

- Main Street
- Canal Street
- Elm Street
- Summit Street
- Lake View Drive
- Ellsworth Street
- Ark Street



Permeable pavement, bioswales, planter boxes, and trees are among the elements that can be woven into street or alley design.



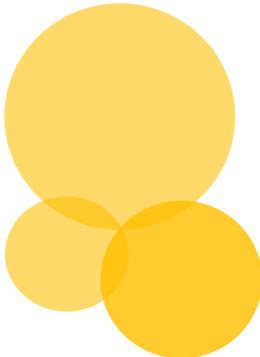
Planter boxes are urban rain gardens with vertical walls and either open or closed bottoms. They collect and absorb runoff from sidewalks, parking lots, and streets and are an ideal streetscaping element.



Permeable pavements infiltrate, treat, and/or store rainwater where it falls.



Trees reduce and slow stormwater by intercepting precipitation in their leaves and branches. Trees in parking lots help to cool the landscape.



Looking down from Ark Street after the 1938 flood.

Micro-Hydro Possibilities

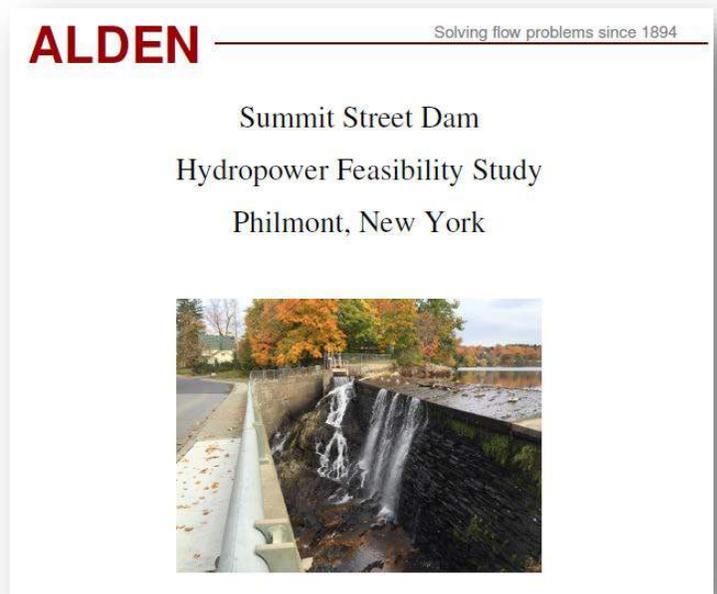
As part of this plan, a Feasibility Study was completed to understand the potential of Summit Street Dam for hydro-power. (See Appendix __) The Summit Street Dam is owned by the Village of Philmont and is located on the Agawamuck Creek. The Dam is constructed of dry laid stone with a concrete crest forming an overflow spillway section. The dam is approximately 21 feet high and has a maximum storage capacity of 264 acre-ft. The dam was constructed by the High Rock Knitting Company for industrial purposes. The Village of Philmont assumed ownership of the structure in 1975 and it is no longer used for industrial purposes. After the Village of Philmont acquired the dam, the impoundment was primarily used for recreational purposes; however, this is currently limited due to sedimentation issues in the reservoir.

A primary community revitalization objective of the Waterfront District is creating a sustainable community in Philmont and the Summit Reservoir area, and to minimize immediate and long-term impacts to the environment. The Village of Philmont is interested in investigating the micro-hydropower potential associated with the Summit Street Dam as one means of meeting their revitalization goals.

Based on a review of the project geometry, three potential development options were identified. The first option focuses on the installation of a turbine in the area immediately downstream of the dam. The second option focuses on rehabilitation and repowering of the former powerhouse inside Summit Mill and the third option consists of the construction of a new powerhouse in the area adjacent to the former powerhouse.

The proposed hydroelectric project is technically feasible. There is evidence of historic hydropower generation and that it was the original purpose of the dam. The challenge with the project is making it financially viable. Under certain assumptions (wholesale power rates, no Renewable Energy Credits (RECs), no grant funding) the financial return is poor and the project is financially fragile.

With only retail rates (no RECs or grant funding), the project becomes financially positive. With RECs and/or grant funding combined with retail rates, the annual net benefit could be as high as \$18,000-\$25000/year during the finance period and \$40,000 after the finance period. If the Village of Philmont is able to complete this hydropower project in conjunction with the other revitalization efforts, it is possible that the cost of the hydropower project could be reduced further benefiting the project economics. It is recommended that some additional design work is carried out on Option 1 to refine the layout and equipment. With that, a more detailed cost estimate can be developed. In addition, some additional research on the Village's municipal demands and the availability of retail would clarify the financial viability.



See Appendix __ for the complete feasibility study.

Reservoir Restoration

A key driver behind the Waterfront District is the restoration of Summit Reservoir as an economic, social and recreational generator of activity. Two studies were completed to understand the key issues and to help guide where to begin the restoration process: the first was an engineering assessment of sediments and hydrology of Summit Reservoir was completed (Appendix __), which included a bathymetric survey; the second was an analysis of how to improve the water quality (Appendix __).

Sediment and Watershed Characteristics

Sediment samples were collected in the fall of 2015. Sediment samples collected were observed to consist of coarse sand and gravel with small amounts of silt at the surface. Larger sized gravel with some cobbles was observed as sampling progressed closer to the Agawamuck Creek in the north part of the basin.

Sediment influx into Summit Reservoir, also known as the Philmont Reservoir (Site ID NY 1310-0057) is derived principally from the Agawamuck Creek, along with de minimus contributions from the land area surrounding the water body. Agawamuck Creek is part of the Claverack Creek Watershed (020200064) of the Middle Hudson Sub-Basin which is part of the Lower Hudson River Basin. The watershed draining into Summit Reservoir is 26 square miles measured from the outflow point of the reservoir. The headwaters to Summit Reservoir are located approximately 7 miles to the Northeast along a straight line path; within this distance the Agawamuck Creek has an approximate flow length of 11.4 miles. Approximately 76.2 percent of the contributing watershed is forested and approximately 0.93 percent is impervious area.

The contributing watershed receives approximately 37.9 inches of annual precipitation and 17.8 inches of mean annual runoff.

The Agawamuck Creek and Summit Reservoir are classified by the New York State Department of Environmental Conservation (NYSDEC) as a Class C(TS) Stream, a “protected” stream status, indicating a best usage of fishing, and capable of supporting trout.

Historical NYSDEC water quality assessments in the vicinity of Summit Reservoir are limited to a 2002 biological (macroinvertebrate) assessment of Agawamuck Creek above Philmont at Stevers Crossing Road2. Field results at that time indicated non-impacted water quality conditions with diverse fauna.

Sand and gravel deposition in the north-northwest portions of the reservoir basin has formed a large sand-gravel delta complex, commonly referred to as a “lake delta”. Aerial photography shows a large area of sand deposition both in the reservoir basin and along upstream portions of the Agawamuck Creek channel. The floodplain of the Agawamuck Creek has a braided stream morphology with irregular meanders. Sand deposition in the stream channel forms alternating lenses of point and central bars.

The sediment load of the Agawamuck River is interpreted to become activated during storm events and is periodically deposited in the reservoir basin with the coarse sediment load (i.e., sand and gravel) deposited first in the northern portion of the basin, followed by finer sediments (i.e., very fine sand, silt and clay) incrementally dropping out of suspension into the reservoir basin. Since dam construction, deposition of the Agawamuck Creek’s sediment load has largely filled the Summit Reservoir basin, resulting in very shallow water depths.

The removal of accumulated sediment from a constructed dam is a normal dam maintenance activity that is commonly linked to the dam's continuing function. It is recommended that the Village consider undertaking a sediment removal project for the Summit Reservoir, provided that the dam structure meets applicable dam safety standards and has an adequate estimated future lifetime.

Surface Water Quality

The results of water sample testing suggest the presence of one or more potential contaminant sources either in the vicinity of the reservoir or upstream of the reservoir. Without treatment, surface water in the reservoir does not represent a potable (i.e., drinkable) source of water, principally due to the presence of bacteriological contamination. The use of the reservoir for non-contact uses such as fishing and boating appears feasible. Additional surface water quality testing would be required to better assess contact uses, such as swimming. Consistent with the historic use of the reservoir, the use of the reservoir for a water supply is not recommended.

Sediment Removal Techniques

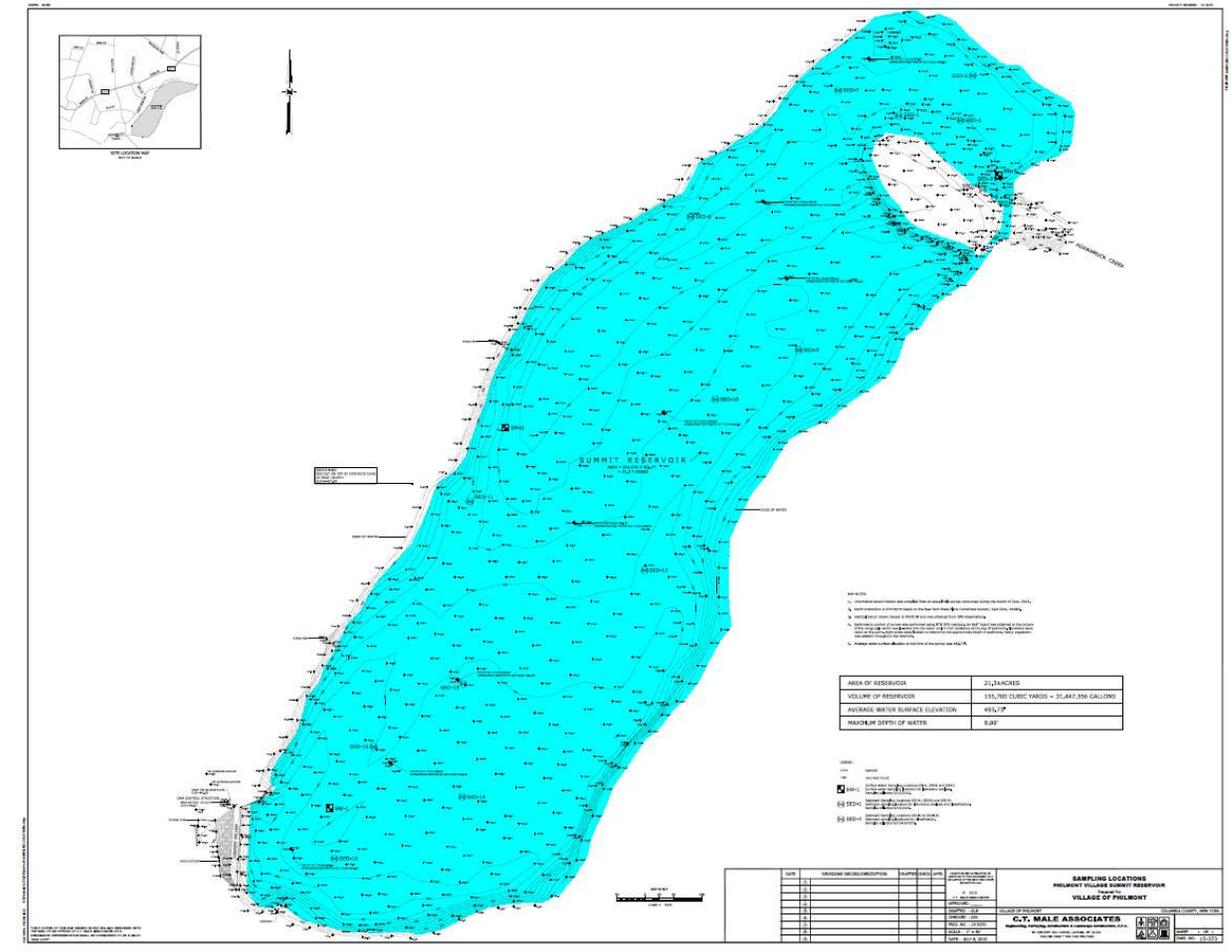
Mechanical and hydraulic dredging techniques could be used to remove accumulated sediments from Summit Reservoir. Each of these techniques is generally discussed in the following paragraphs followed by an evaluation of a recommended course of action for Summit Reservoir.

Mechanical dredging involves the collection of sediments using an individual bucket or series of buckets that can be operated either from a barge or from the shoreline. It is particularly useful for removal of sand and gravel deposits, and can be readily scaled to accommodate small or large projects. Accumulated sediments are deposited into a container and dewatered/drained for off-site transportation. There is a requirement for at least a small staging area along the shoreline, along with the identification of a storage or disposal area. Reuse of the removed sediments by the Village could be considered, provided that an appropriate upland storage area is identified. Alternatively, reuse could be accomplished by transportation and storage to an existing sand and gravel mine or sand storage facility. Additional chemical analytical laboratory testing would likely be required as part of the permitting process for a mechanical dredging sediment removal project.

Hydraulic dredging is a barge technique that transports accumulated sediment by creating suction at the end of an inlet pipe and transporting sediment laden water via a pipeline to a return basin or other type of dewatering facility. It is particularly useful for removal of fine grained contaminated sediments, and is more commonly used for medium to large scale projects. The availability of a large staging area for either the construction of a return basin or a sediment dewatering facility is required in proximity to the shoreline. Sediments once dewatered could be stabilized in situ or transported for off-site disposal. Additional chemical analytical laboratory testing would likely be required for a hydraulic dredging sediment removal project.

Based on a relatively high sand and gravel content of the accumulated sediments in the reservoir basin, particularly in the north-northwest portion of the reservoir basin, coupled with the lack of a large cleared area for the construction of a return basin along the shoreline of the reservoir, mechanical dredging would appear to be the more effective dredging technique. In particular, mechanical dredging is more suited for the planned removal of a lake delta which could contain gravel sized particles, or larger, and possibly exist above the ordinary high water level of the reservoir at the time of a dredging operation.

Permits from the U.S. Army Corps of Engineers (Corps) and New York State Department of Environmental Conservation (NYSDEC) would be required for a sediment removal project as work would be within jurisdictional waters of the U.S. and within a NYSDEC protected stream. In addition, any private landowner agreements which may be necessary would be required to be in place at the time of preparing a Joint Permit Application (JPA) for simultaneous submission to the Corps and NYSDEC. The requirements of the New York State Environmental Quality Review Act (SEQRA) for a sediment removal project could be satisfied by the Village Board, in consultation with NYSDEC.



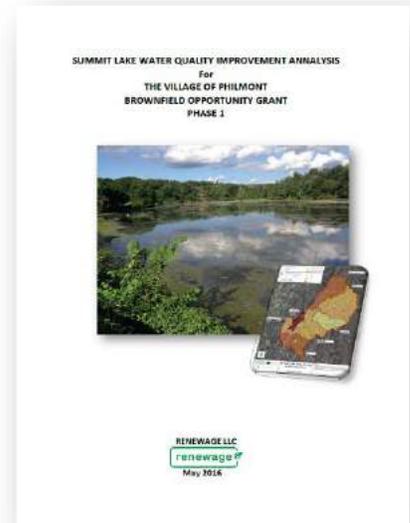
Bathymetric Survey, found in Appendix ____

Water Improvement Analysis

In the spring of 2016 a water quality improvement analysis was completed for Summit Reservoir (See Appendix __). The Village seeks innovative green engineering solutions utilizing an economical and ecological BMP solution to halt further deterioration and begin the process of revitalizing the reservoir. Sediment entering the reservoir from the Agawamuck Creek has created a large delta at the stream inlet

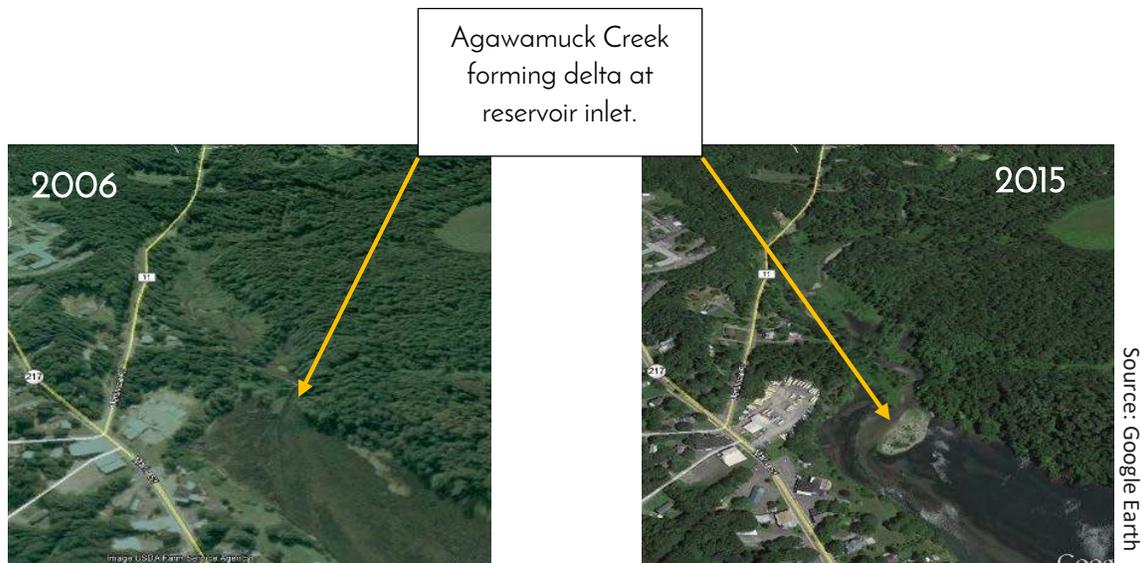
and has partially filled the bottom of the reservoir to an average depth of 2 to 5 feet (WCSWCD, 2014). Based on multiple vintages of aerial imagery, delta formation appears to be accelerating following Tropical Storm Irene in 2011.

The analysis determined that Summit Reservoir is being strained by the significant sediment and nutrient load being brought in via the Agawamuck Creek. Mapping completed as a part of the analysis was able to indicate various areas of increased sediment and nutrient loading from in-stream sources (i.e. unstable banks) and storage within various sub-watersheds. The analysis determined that, given the Summit Reservoir's size (both area and volume) relative to the upslope drainage area (about 21 square miles), the reservoir will continue to capture and store sediment and nutrients carried by Agawamuck Creek. While direct drainage portion of the Summit Reservoir watershed in the Philmont does not include significant amounts of impervious surfaces, and has very small sediment and nutrient loads relative to the upslope Agawamuck Creek watershed, there are likely opportunities to address direct stormwater inputs near the shoreline.



Water Quality Improvement Analysis, found in Appendix ---

To address the sediment and nutrient loading, it is recommended that a watershed-scale approach to mitigating both in-stream and upland sources of sediment and nutrient loads be completed to manage water quality in the long term. As long as these sources are not addressed, in-reservoir treatment will not be cost-effective, i.e., sediment needs to be controlled upstream of lake. Once sedimentation is controlled, water recirculation, aeration and other BMP practices can be introduced for water quality improvements in the lake, to remove existing lake pollution, clear aquatic vegetation and target other nutrients from within the lake.



3.5 Housing & Neighborhood Development

The Waterfront District recognizes that its neighborhoods are a vital social as well as economic element of the Village. The recommendations here enhance the quality of life for Philmont residents with programs, services, and projects to preserve community character, promote quality affordable housing and encourage neighborhood vitality. As with all aspects of this plan, the inclusion of sustainable development practices is encouraged.

Creating a neighborhood renaissance within the Waterfront District will involve building value to attract buyers and other investors into the neighborhood and to retain existing residents. Much of the housing stock in the Waterfront District has been neglected for extended periods of time and is taking a toll on the integrity of the neighborhood. While the nearby amenities, such as the Summit Reservoir, proximity to downtown, and connectivity to the High Falls Conservation Area, are a key part of the value offered by the neighborhood, much of the housing stock needs upgrades. The strategies outlined below have been identified in order to foster a stronger sense of local ownership in the community.

The Waterfront District prioritizes quality design and connectivity to foster a stronger sense of place and ownership in the community. A sidewalk maintenance program in combination with a tree planting program are recommended in order to provide safe, comfortable, and attractive connectivity throughout the Waterfront District. Well-maintained sidewalks, with shade provide from healthy street trees can help to foster greater neighborhood resident interaction by sparking chance encounters when walking. Senior housing development within the Waterfront District is also encouraged. A maintained sidewalk network will support the ability for elderly residents to conveniently connect with nature at the reservoir or to meet with friends downtown. Combined the strategies and policy recommendations outlined below will make the Waterfront District a place that helps to attract new residents and reinforces pride and ownership among the residents.



Housing & Neighborhood Development

STRATEGY	DESCRIPTION & BENEFITS
Develop a sidewalk maintenance program	<ul style="list-style-type: none"> • Philmont is a compact, highly walkable community. Creating a safe, secure pedestrian environment starts with a well-maintained sidewalk network for residents and visitors alike.
Establish a Waterfront District tree planting program	<ul style="list-style-type: none"> • Trees help provide economic, environmental and health benefits. • A healthy tree network can send a message that the community cares about its overall image • Trees ought to be integrated into the downtown to provide shade
Ensure all rental housing exceeds adopted minimum housing quality standards through systematic code enforcement	<ul style="list-style-type: none"> • Stronger enforcement will encourage compliance and deter violations, generate fines as source of revenue to support enforcement, and improve overall quality of life for Philmont residents and neighborhoods
Promote educational workshops for restoration, rehab, and maintenance	<ul style="list-style-type: none"> • The housing stock in Philmont is very old. With this older housing stock often comes structural problems, leaks and moisture, mold, and lead paint. All of these concerns can be overwhelming to many homeowners and maintenance is often deferred. Village sponsored workshops can help homeowners understand available resources and how to make necessary improvements on their own.
Encourage development of market-rate senior housing within Waterfront District	<ul style="list-style-type: none"> • Because of Philmont’s compact walkability, it makes for a perfect setting to encourage senior housing. • Reuse of Summit Mill may include a senior housing component
Encourage energy conservation techniques in new and rehabbed homes	<ul style="list-style-type: none"> • Work with NYSERDA to inform homeowners of various programs available for household energy efficiency
Establish low-impact development practices that increase infiltration rates	<ul style="list-style-type: none"> • Low Impact Development (LID) is an innovative stormwater management approach with a basic principle that is modeled after nature: manage rainfall at the source using uniformly distributed decentralized micro-scale controls. • Benefits the Village by reducing stormwater runoff, thereby reducing Village maintenance costs • Includes techniques such as green roofs, permeable pavers, rain barrels and cisterns, and rain gardens
Create a Village-appointed Housing & Neighborhood Development Task Force	<ul style="list-style-type: none"> • Village has limited resources, both financial and manpower • Task Force could help manage neighborhood revitalization



3.6 Business & Economic Development

The Waterfront District positions Philmont, as a whole community, to capitalize on the economic strengths of the area. In order for the Waterfront District to be an engine of growth, the strategy proposes strengthening downtown businesses while providing for new development opportunities adjacent to downtown. Downtown is recognized as a destination for visitors to the Hudson Valley region, while still providing for the basic needs of the residents of Philmont.

Early success will be initiated by the success of existing business owners coming together to share their ideas and collaborate how to better get the word out that downtown Philmont is a place to visit. While local businesses continue to thrive, the Village will proactively reach out to the development community to attract interest in historic municipal-owned property along Canal Street. New buildings will be constructed and could be occupied with a combination of professional uses that support healthy living and professional trade businesses that support the ‘Maker Movement’, such as the manufacture of unique products like custom furniture, stone masonry, leatherworking, and custom iron work. Other businesses could include a bakery, chocolate shop, or even a small sports shop. These unique industries have the potential to propel the unique, innovative community that has always driven the success of Philmont. The fact that the Village owns the parcels here put the community in a rare position to substantially influence private sector investment in the community.

The economic success of the Waterfront District, and Philmont as a community, will depend upon a broad level of community collaboration to leverage near-term opportunities while positioning for sustainable long-term growth. This means the public, private, and not-for-profit sectors will need to work together to bring about meaningful change. The Waterfront District possesses distinct assets and market opportunity, if carefully managed in a collaborative manner, can establish an identifiable brand for the community. This brand can be leveraged to transform outside negative perceptions, support place-making initiatives, and attract new employment to Philmont. Gradually, as the Waterfront District transitions from an ignored community into a competitive regional destination, higher value uses will be attracted to the community. Taking a long-term perspective to renewal will be critical if the Waterfront District is to be a catalyst for community renewal. Anything less than a long-term, collaborative commitment will result in disappointment.

STRATEGY	DESCRIPTION & BENEFITS
Establish a Downtown Merchants Association	<ul style="list-style-type: none"> • Downtown Philmont is gaining momentum as a destination among regional residents • A Merchants Association brings the business owners together in an organized format to discuss needs and opportunities while improving the business climate
Create a brochure that highlights the Waterfront District	<ul style="list-style-type: none"> • Philmont has a special story to tell. A brochure can be developed that attracts visitors to experience Philmont, especially the sluices • Can be distributed at regional community events and at highway rest stops
Establish an artesian workspace cooperative	<ul style="list-style-type: none"> • Consistent with the national Maker Movement that includes designers and entrepreneurs • A cooperative could create a venue cash-strapped Makers to share resources • See Appendix ___ for more on the “Maker Movement”
Develop a tourism and branding strategy for the Waterfront District	<ul style="list-style-type: none"> • Philmont has an interesting story to share with the outside. Developing a tourism and branding strategy will allow the Village to efficiently and effectively spread the word.
Locate a Visitor’s Center on Main Street	<ul style="list-style-type: none"> • A small Visitor’s Center should be considered for the downtown. There a film could explain the history the Village and how places like “Factory Hill” came to be. A model of the region’s watershed could also be created to illustrate regional water flows.
Create a Philmont Health Association & Alternative Health Hub	<ul style="list-style-type: none"> • Senior and alternative health care shows signs of growth in Philmont and the region. The Village can help foster their success by working with these providers to establish a ‘hub’ where they can share resources and knowledge of opportunities.
Sponsor downtown festivals that celebrate agriculture, healing arts, and artisans	<ul style="list-style-type: none"> • Philmont is already doing sponsoring various festivals that attract visitors to the community. These efforts ought to be expanded to showcase the area’s market advantages in agriculture, healing arts and artisans (i.e. Maker Movement)
Foster the growing of Fine Craft Trades (custom furniture, fixtures, door, stone mason, etc)	<ul style="list-style-type: none"> • Fine Craft Trades (i.e. Make Movement) is a legitimate economic development sector that is showing great promise across the country. Philmont already has many of these trades bubbling up and should work to attract these entrepreneurs to Philmont.
Create a Village-Appointed Business & Economic Development Task Force	<ul style="list-style-type: none"> • Village has limited resources, both financial and manpower • Task Force could help manage economic development efforts in collaboration with Columbia County Planning & Economic Development
Solicit developer interest in village-controlled property along Canal Street for new professional and commercial development. Include interpretive elements of Mill #4 and the sluices behind the property.	<ul style="list-style-type: none"> • The Village owns an important piece of local history in its holdings on Canal Street. These properties hold the potential to attract meaningful new investment that highlights local history with the remnants of Mill #4 and the sluices that powered the Village’s growth. A concept plan for this important property of provided on the following page.

Business & Economic Development





How We Get There:

Plan Implementation

4.1 Principles of Implementation

The Philmont Waterfront District is a statement of intent, which recommends steps toward action. It translates community goals into a long-range social, economic and land use action program for the District. It is designed to obtain a commitment by decision-makers to a coordinated set of actions that will maintain and improve Philmont's quality of life for future generations.

At the most basic level, this Plan identifies critical steps that are needed to enhance the quality of life and improve the economic opportunities within the Village as a whole, but within the Waterfront District specifically. The specific recommendations are provided as a guide to those who participate in the effort to implement the goals of the community. Achieving these goals will require the efforts of local government, federal and state funding, and the participation of volunteers throughout the community. No one single person or group will be able to achieve the goals independently. It will command the determination, strengths and diversity of many offices, agencies and volunteers working towards a common vision. This section of the Plan proposes a strategy to coordinate these efforts incrementally for long-term success.

Philmont is a small community with limited resources, including both manpower and funding. Community plans as ambitious as this one cannot be accomplished all at once. Given the limited resources with which the Village has to work, implementation must be phased. This course of action will allow the community to focus on short-term success, capitalize on funding as it may be available, and realize the cumulative success leading to comprehensive revitalization.

A key component of the vision of the Waterfront District plan is to foster collaboration and partnerships. As the Plan is implemented, it will be important to show both the community and the region that the Philmont Waterfront District is a place worth caring about. Projects like the proposed Lake Shore Park and Community Center and the Canal Street Mill redevelopment will reconnect residents with the needs of business and industry and stimulate social interaction. This in turn will generate an enthusiasm that

will carry over into other projects and renew residents' belief in Philmont as a community of choice. The proposed increased community festivals will provide culturally enriching programs for Philmont's families and youth and senior populations. An improved trail and recreation network will provide further opportunity for social interaction and healthy living. Enhanced gateways will provide an initial gesture of welcome to visitors and establish a sense of pride in community residents. These community entrances will further reflect the care and quality of the environment within. Taken together, these redevelopment undertakings will create a synergy that will lead to a distinctive quality of life for Village residents as well as help generate a community commitment to success. Ultimate success of this plan will be realized through the persistent dedication of both community residents and leaders to these common goals.

Philmont is in the process of building a long-term sustainable future. Success comes down to one thing: defining a course of action and being committed over the long-term. Staying the course will require dedication to the goals and policy recommendations outlined in this plan. As Philmont continues to reconnect its people and places in a community fabric for generations to come, community-wide interaction and dialogue are critical. To a large extent, it is a matter of maintaining and building upon the interaction that has been started through the creation of this plan. As long as this interaction continues to embrace the full diversity of the community, Philmont will set the standard for community renewal for the Hudson Valley.

4.2 Priority Actions

Establish the CapaVillage to Implement

Given the complex nature of plan implementation, it is critical to create an implementation plan that effectively leverages all of the Philmont's resources. Moreover, leveraging long-term partnerships with state and federal agencies, private sector investors and local and regional non-profit organizations will be critical to the long-term realization of this projects and strategies outlined in this Waterfront District plan. Accordingly, the strategies outlined below are intended to create a team of professionals who will have the resources to act in a complementary and coordinated manner with a variety of public and private partners. Thus, the implementation strategy includes the following: (1) an organizational structure to manage the strategy; and (2) a clear articulation of what it will be undertaking and how the component parts fit together for a particular goal.

Build a Management Team

The organizational strategy outlined below is founded on the principles of effective leadership and strong partnerships. These partnerships should be infused with a shared commitment to win-win agreements and mutual, long-term understanding. Essential to these partnerships is consistency and dependability. Leadership will continue to come from the Mayor and Village. Putting the plan into motion and building momentum will come from a team of appointed Task Forces. This means that it will be necessary for the Village to improve internal coordination to steer implementation and accountability. The long-term success and effectiveness of this plan will hinge on the both Task Forces and Village Board's commitment to the goals outlined in this plan as well as its ability to express to the community that revitalization is an

on-going process, not something that will be completed at a certain point in time. Thus, the implementation of this plan should be viewed as an incremental process for community renewal; part of a program that responds effectively to the needs of the community at different points in time.

The following team of professionals should be formed to implement the Philmont Waterfront District Plan in a coordinated and consistent manner. The proposed Task Force Team will be the principal leaders for Plan implementation. While many of the recommendations in this plan will not require capital outlays, many recommendations will. Consequently, it will be absolutely necessary that each Task Force has a member that is dedicated to finding funding as it becomes available, either through grant writing or fund raising. It is further noted that a fundamental component of this plan involves improved communication between municipal leadership. This necessity for improved communication is the foundation for the establishment of the team management structure outlined below.

To help guide implementation of the Philmont Waterfront District Plan, a series of Task Forces should be organized by the same topic areas used to outline this plan. Based on the priorities established by the Mayor and Village Board, the Task Forces will be responsible for focusing and coordinating the implementation of the Waterfront Plan's annual goals and objectives. Composition of each Task Force should include representation from one Village Board member and representatives with knowledge, experience or a desire to serve the community consistent with that Task Force. Each Task Force should meet on a semi-annual basis to clarify the year's objectives and outline annual tasks, in a prioritized manner. However, in an effort to "get the ball rolling" in the first year of implementation, each Task Force should meet monthly. To help cultivate the public's confidence and accountability, each Task Force should develop annual reports highlighting progress and areas in need of improvement. These reports should be made readily available to Village residents and published on the Village's web site.

Over time, conditions within the Waterfront District will change and new opportunities will emerge. For this reason, a formal review of the Waterfront District Plan should occur on a predetermined schedule. The Village Board should organize and lead these meetings. Typically, it is recommended that a detailed review of any planning strategy take place every five years.

The Task Force teams should be responsible for:

- Monitoring* implementation of the Waterfront District Plan;
- Coordinating* partnerships for Plan implementation;
- Cultivating* relationships with both public and private funding sources; and
- Managing* planning activities for consistency with the Waterfront District Plan.

It's important to note that further discussion is necessary to determine the exact implementation management strategy. Funds ought to be made available for this in the next Step of the Brownfield Opportunity Area Program. This proposed structure is intended to be a starting point.



4.3 Implementation Matrix

Recommendations	Potential Partners	Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	Potential Funding Opportunities
Historic & Cultural Resources							
Develop inventory of historic places and structures							
Create local preservation ordinance							
Consider designating the Waterfront District as a Historic District							
Create a dedicated local history collection at the library							
Sponsor events that celebrate local and regional history							
Create a walking tour that moves people through the Waterfront District with interpretive signage							
Create historic interpretive park near the site of Mill No. 4							
Cooperatively work with the Summit Mill owner to put the building back into productive use							
Create a Village-appointed Historic & Cultural Resources Task Force							

Chapter 4: How We Get There - Plan Implementation

Recommendations	Potential Partners	Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	Potential Funding Opportunities
Nature & Recreation							
Create a Lake Protection Ordinance							
Develop a loop trail network throughout the District							
Support the development of the Harlem Valley Rail Trail							
Adopt Green Infrastructure principles for all municipal projects							
Reconstruct public right of way throughout the Waterfront District with Green Infrastructure components							
Restore reservoir water quality for swimming and fishing							
Clean up the banks of the Agawamuck Creek							
Develop a Teen Center behind the library							
Create a Village-appointed Nature & Recreation Task Force							
Restore Lakeshore Park and Community Center as a focal point for community gathering, nature and recreation							

Recommendations	Potential Partners	Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	Potential Funding Opportunities
Housing & Neighborhood Development							
Develop a sidewalk maintenance program							
Establish a Waterfront District tree planting program							
Ensure all rental housing exceeds adopted minimum housing quality standards through systematic code enforcement							
Promote educational workshops for restoration, rehab, and maintenance							
Encourage development of market-rate senior housing within Waterfront District							
Encourage energy conservation techniques in new and rehabbed homes							
Establish low-impact development practices that increase infiltration rates							
Create a Village-appointed Housing & Neighborhood Development Task Force							

Chapter 4: How We Get There - Plan Implementation

Recommendations	Potential Partners	Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	Potential Funding Opportunities
Business & Economic Development							
Establish a Downtown Merchants Association							
Create a brochure that highlights the Waterfront District							
Establish an artesian workspace cooperative							
Develop a tourism and branding strategy for the Waterfront District							
Locate a Visitor's Center on Main Street							
Create a Philmont Health Association & Alternative Health Hub							
Sponsor downtown festivals that celebrate agriculture, healing arts, and artisans							
Foster the growing of Fine Craft Trades (custom furniture, fixtures, door, stone mason, etc)							
Create a Village-Appointed Business & Economic Development Task Force							
Solicit developer interest in village-controlled property along Canal Street for new professional and commercial development. Include interpretive elements of Mill #4 and the sluices behind the property.							

Building for the Future: A new START

The Philmont Waterfront District will not be transformed overnight. However, through relatively modest commitments made today and a dedicated community leadership, the Village can achieve the goals outlined in this plan. The community need only embrace a few simple principles summarized by the acronym **START**: **S**et a direction, **T**ake simple steps, **A**ttain new partners, **R**einvest for success, and **T**ake the long-term view.

Set a Direction: If the community chooses a direction and sticks to it, it can shape a future for itself. If it doesn't set a direction, or doesn't hold to it, the Waterfront District's future will be dictated to it by outside forces.

Take Simple Steps to Get Started: Even the most ambitious future can be realized if the Village starts taking a few simple steps and keeps moving towards its vision. By stringing together a series of small steps, Philmont can make giant strides toward realizing its future in the Waterfront District.

Attract New Partners: In the past, growing factories were the partners Philmont needed for prosperity. In order to succeed today, the Village must be prepared to build new relationships with state and federal agencies, private investors, and others.

Reinvest for Success: The only way to make this plan effective and affordable is by integrating and coordinating the professional staff to effectively build new partnerships, manage new projects, and tap into grants programs and other resources. Over the long-term, the proposed Task Force teams coordination should help lead to a more efficiently operated municipal government.

Take the Long-Term View: The County itself is showing signs of recovery. If the community can maintain a long-term commitment to quality development, it can reestablish itself as a community of choice for the growing number of businesses and residents being attracted to Columbia County. The entire community must work together to ensure that long-term benefits of quality development are not sacrificed for short-term gain associated with low-cost growth.

The choices presented by this Plan are worth considering because the legacy of Philmont is worth saving. By choosing to invest in Philmont's future, Philmont's citizens can be assured that over the next generation, the Village will assume its rightful place in the Hudson Valley. All they need to do is realize their vision is to "START."