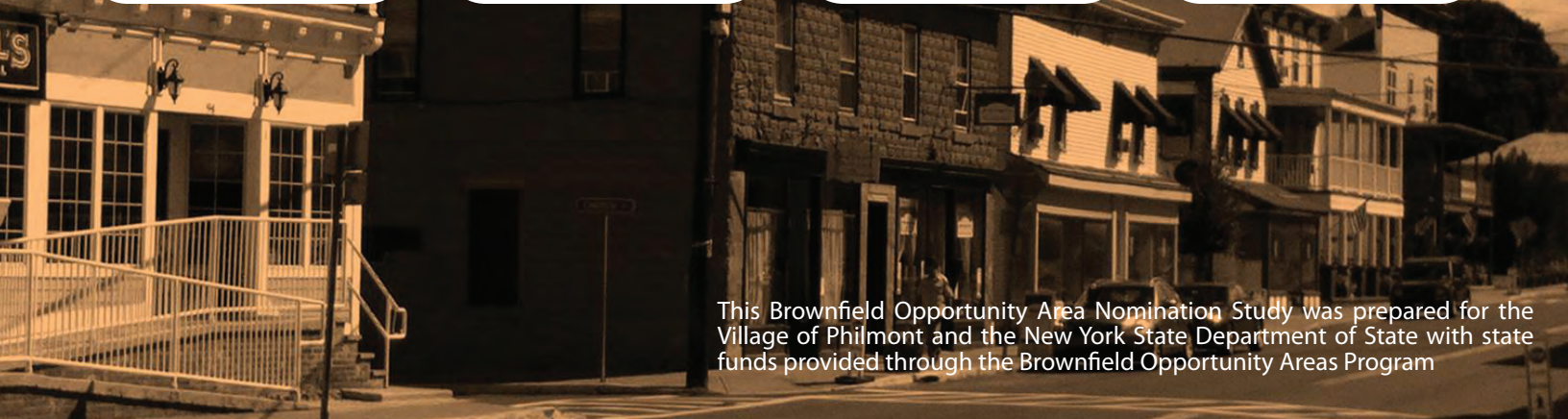




# Summit Lake and Its Watercourse

## Step 2 BOA Nomination

April 2018



This Brownfield Opportunity Area Nomination Study was prepared for the Village of Philmont and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program

## ACKNOWLEDGEMENTS

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# Executive Summary

## A. Overview

The Village of Philmont was awarded funding from the NYS Department of State through the Brownfield Opportunity Areas (BOA) program to address revitalization and to create a strategy for the reuse potential of strategic sites located within close proximity to the Summit Lake waterfront for new uses such as housing, retail, commercial, and public amenities like lake-side parks. This revitalization effort is being led by the Village of Philmont, with project management by Philmont Beautification, Inc. (PBI), and oversight by the NYS Department of State. The BOA study was prepared with the guidance of an Executive Steering Committee made up of local business owners, residents, and Village Trustees.

According to 2015 Census data, the Village's population includes 1,373 residents. This figure represents a 26% decline in population since the 1940 Census. The Village is strategically located 2 ½ hours north of New York City, and approximately a ½ hour drive from Albany and Poughkeepsie. The BOA study area is characterized primarily by properties consisting of a mix of former mills, vacant or underutilized industrial sites, a former Harlem Valley rail bed and trestle (proposed for the entry of the Harlem Valley Rail Trail), a land conservancy and trails, residential properties, and existing businesses.

This report describes the key opportunities, challenges, and market trends that contribute a vision and set of goals for the Summit Lake and Its Watercourse BOA. The vision includes an in-depth analysis of existing conditions in the study area, the changing demographic of employment by industry in the village, and key recommendations to achieve the community's revitalization goals and objectives. The primary objectives of this study are: to identify catalytic sites for redevelopment, strengthen the downtown's commercial core and tax base, enhance water-dependent uses, and connect and integrate several key sites, including Summit Lake, the High Falls Conservation Area and Downtown.

The Summit Lake and Its Watercourse BOA places Summit Lake, a 24-acre publicly owned water body and critical public amenity, as a central catalyst for the study area. Included in this report is a summary of six Summit Lake special studies addressing long-term environmental sustainability and feasibility for micro-hydro utilization. Within this context, the set of “next steps” redevelopment scenarios for seven priority strategic sites identified in the study supports the community’s vision of Summit Lake’s rich industrial history of innovative water power engineering, former mills, and remaining artifacts of the watercourse as significant historical assets for area revitalization creating opportunities for crucial economic development.

## **B. Public Participation & Engaging Partners**

This BOA Step 2 Nomination builds on the foundation of a sustained ten-year Main Street program revitalization spearheaded by Philmont Beautification, Inc. (PBI), a community development non-profit successfully integrating Housing, Local Food, Small Business, and Special Projects. As the BOA lead community organization and project manager, PBI led the outreach efforts to ensure high levels of attendance at public open houses and workshops conducted by Elan Planning, Design and Landscape Architecture. These were attended by a broad spectrum of Philmont residents, business owners and collaborating organizations. The public engagement techniques for creating a community-driven study included both the traditional and non-traditional, including focus group meetings and 1:1 interviews, a visioning workshop, and a series of local provider workshops offering in-depth presentations on BOA topics and the study’s special reports for Summit Lake. They reviewed existing conditions and recommendations, and promoted a project website, monthly newsletters, village meeting reports, and numerous Steering Committee meetings.

## **C. Community Vision and Goals**

As a result of the extensive public participation process, the community developed the following vision for Summit Lake and its Watercourse BOA Nomination:

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*Summit Lake and its Watercourse 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.*

---

To achieve this vision, a series of broad-based goals were established:

### *Historic & Cultural Resources*

1. Recognize Summit Lake and its Watercourse 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 study area.
3. Attract cultural resources to stimulate social and economic collaboration.

### *Nature & Recreation*

1. Develop opportunities to connect the Lake and its Watercourse with surrounding natural resources and neighboring communities.
2. Promote the Summit Lake waterfront and natural areas to stimulate sustainable economic development and enhance healthy living activities.
3. Increase the ecological resilience of the Lake, its Watercourse, and surrounding landscapes.

### *Housing & Neighborhood Development*

1. Define uniform land use conducive to housing growth and neighborhood development.
2. Invest in neighborhood infrastructure to foster positive social interaction and opportunities for healthy, active living.
3. Support efforts to conserve and improve the Village's housing stock, including historic properties.

### *Business & Economic Development*

1. Recognize, promote and support local production systems to create innovative sectors of Economic Development.
2. Explore ways to leverage and promote Philmont's natural resources, including the Lake and its Watercourse for environmentally sustainable economic development.
3. Identify strategies to encourage collaborations and entrepreneurship to create a dynamic local economy.
4. Promote community revitalization and economic development while preserving natural and historic resources.

## **D. Existing Conditions Summary**

The following existing conditions analysis form an overall community context and supports the community's vision, goals, and objectives. The key findings of this analysis are presented below, organized by the categories included in the analysis in Chapter 3.

- **Demographics:** Philmont's population growth has been lagging that of surrounding areas, which suggests that new housing, employment opportunities, and quality of life improvements may be needed and appropriate for the BOA. Other planning considerations include Philmont's relatively low-income levels, younger population base, and less educated population and workforce.
- **Land Use and Zoning:** Much of the vacant land in the BOA is not easy to develop. New development may need to be strategically located and infill/reuse site opportunities should be prioritized. The BOA contains the commercial core of Philmont and the plan should help existing businesses and make strong connections from the BOA to the Main Street Area. Zoning and land use regulations may need to be updated to support the plan recommendations.
- **Brownfield, Abandoned and Vacant Sites:** Research found six bulk storage sites within the BOA Boundary, including four with 'Active' status. Three of the identified properties are also currently or have been in an RCRA regulatory program. There are no remedial sites or sites

within the BOA recognized for DEC spill incidents; however, three properties will likely require further investigation if redevelopment were to occur.

- **Strategic Sites:** The Steering Committee identified 17 strategic sites based on a set of 8 scoring and ranking criteria. The sites represent a range of reuse and redevelopment potential, and a spur to broad revitalization in the study area.
- **Land Ownership:** Approximately 67 acres (36%) of the BOA is in public ownership, including Summit Lake. Public land is a potential opportunity for the Village to catalyze redevelopment in the BOA because it has greater control over what can happen on those properties.
- **Parks and Open Space:** The Village and the BOA have generally sufficient parks and open space to meet current needs; however, additional or improved amenities are needed to attract additional private investment and increase quality of life for new residents and businesses. There is a need and opportunity to enhance the connectivity to existing open spaces.
- **Building Inventory:** Several of the buildings found in the BOA and on the strategic sites date to the late 19<sup>th</sup> Century and are in less than “good” condition. Therefore, many will need to be evaluated for their reuse potential.
- **Historic or Archeologically Significant Areas:** There are few officially designated sites or areas within or around the BOA; however, two buildings within the BOA are eligible for State listing. Additionally, the presence of unique remnants from the Village’s industrial legacy means that the Village should consider establishing a Historic District in the BOA.
- **Transportation and Infrastructure Systems:** The Village’s water and wastewater systems have adequate capacity to accommodate future development in the BOA area, although any major redevelopment projects should be evaluated for their impact on existing systems.
- **Natural Resources and Environmental Features:** Future development in the BOA must consider watershed and water quality issues associated with Summit Lake. Green infrastructure systems should be prioritized, and impervious surface considered. Opportunities with hydropower should be explored as an energy resource.

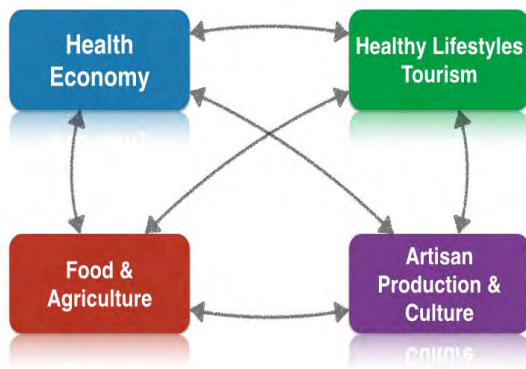
## E. Economic Opportunities

To identify economic opportunities within Summit Lake and its Watercourse, the project team conducted an Economic and Market Trends Analysis. The changing demographic profile of the community offers an opportunity to rethink economic development strategies and the redevelopment of strategic sites in the context of the study’s Economic and Market Trends Analysis. It demonstrates the four greatest areas of Employment by Industry (including self-employment) in the 2013 Census for Philmont. These include:

1. Educational services, health care, and social assistance,
2. Tourism related services (arts, entertainment, recreation, accommodation & food services),
3. Professional, scientific, management, and administration, and waste management services, and
4. Manufacturing, closely followed by construction and stonemasonry, historically evident within the BOA.

The key economic and real estate opportunities for the BOA include:

- **Food & Agriculture:** The local food economy sector has a high potential to increase the prosperity and quality of life in Philmont. Specific opportunities including expanding organic farming, creating educational opportunities, expanding local value-added products, food-oriented festivals or events, and agritourism.
- **Healthy Lifestyles Tourism:** Eco-tourism and outdoor recreation activities are expanding in and around Philmont. There are major assets to build off of including the 150-foot High Falls waterfall and adjacent hiking trails. Specific opportunities include food tourism, cultural/historical tourism, and educational/skills development via touristic activities.
- **Health Economy:** The Health Economy includes senior care, alternative health & medicine, and health and fitness activities. Senior care and alternative health care delivery were identified as potential drivers of the health economy sector.
- **Artisan Production & Culture:** Philmont is well positioned to use the BOA to catalyze and take advantage of a renewed arts and culture focus in the local economy. Emphasis on art in the community will help draw tourists for specific events or products and enhance Main Street. Potential opportunities include shared work-space, space for classes, entrepreneurial support, marketing, and networking and coordinating activities.



This market context forms an important backdrop for this study, establishing a strategic framework to support existing patterns of greatest employment by industry sectors in the BOA, while increasing economic niche opportunities to increase capacity in the existing food and agriculture, eco-tourism, alternative healthcare, manufacturing, artisan production and culture sectors. At the same time, it will harness the BOA's five subareas and assets to factor in as potential end-uses of strategic sites and associated redevelopment opportunities.

## F. Strategic and Priority Sites

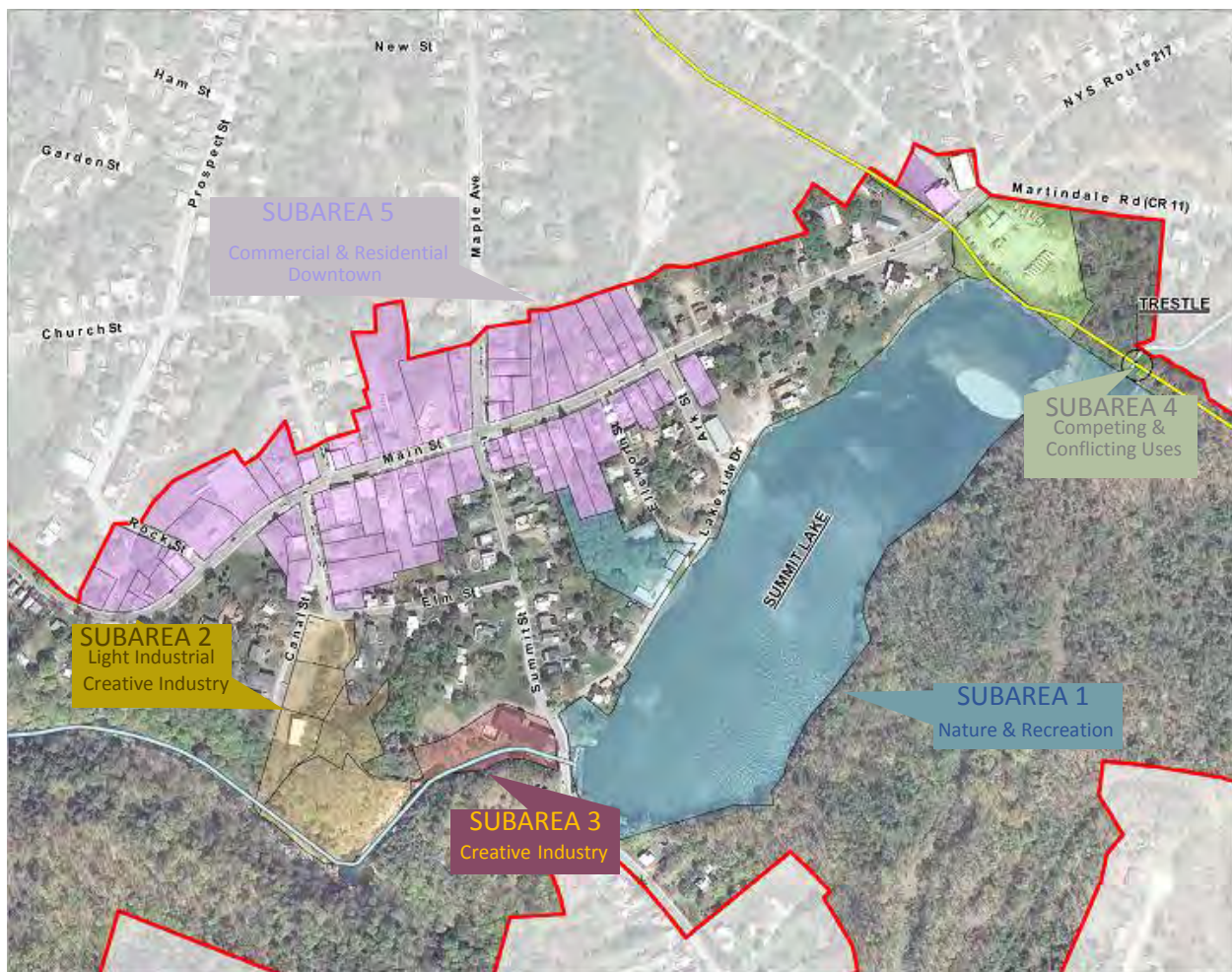
The Summit Lake and Its Watercourse BOA Nomination includes seventeen sites, which were identified as strategic. These sites include brownfields, vacant and underutilized properties. Once the strategic sites were identified, priority sites were selected whose redevelopment have the potential to serve as a catalyst for area-wide change. The priority sites include:

- Summit Lake
- Lakeside Drive (Playground and Community Center)
- 120 Main Street (Former Key Bank)
- Train Trestle/former Rail Bed
- Elm Street Extension properties
- 27 Summit Street (Summit Mill)
- 164 Main Street (Empire House)

## G. Subarea Framework

The BOA Subarea Framework, illustrated in Figure 4-D, is based on an in-depth analysis of current conditions in the BOA, including existing zoning districts designated for light industrial, manufacturing, mixed-use & residential, and recreational usage. Collectively, the redevelopment of priority sites in the subareas is designed to advance the community's vision utilizing the four economic nodes identified in the market analysis findings. These create economic niche opportunities defined in the market study as Food & Agriculture, Healthy Lifestyles Tourism, Health Economy, and Artisan Production & Culture. They are subcategorized in the study by a series of broad-based goals and objectives addressing Historic & Cultural Resources, Nature & Recreation, Housing & Neighborhood Development, and Business & Economic Development.

**Figure 4-D: Subarea Framework Map**



Map Credit: PBI, Inc.

SUBAREA	EXISTING CONDITIONS	AREA GOALS
<b>SUBAREA 1</b> Nature & Recreation	<p><b>Ecologically deteriorated</b> watershed, lake and shoreline &amp; growth of delta</p> <p>DEC <b>Conservation District</b> and shoreline buffer zone</p> <p>Center of recreational activities &amp; <b>natural resources</b></p>	<p><b>Promote Summit Lake's unique role</b> in founding of Philmont as an innovative and dynamic mill village.</p> <p><b>Increase ecological resilience</b> and <b>restore water quality</b> throughout the watercourse for recreational use</p> <p><b>Develop waterfront</b> for healthy living activities and <b>business growth</b></p> <p>Develop <b>micro-hydro</b> at dam location</p>
<b>SUBAREA 2</b> Light Industrial Creative Industry	<p><b>Vacant land parcels</b> of former industrial Mill#4</p> <p>Canal Street Mill – <b>vacant</b></p> <p>Historical <b>artifacts of watercourse canals &amp; shunts</b></p> <p>Co-working furniture &amp; carpentry space <b>housed in former Mill#3</b></p>	<p><b>Create</b> historic interpretive park near site of Mill #4</p> <p><b>Define uniform land use</b> conducive to housing growth and neighborhood development</p> <p>Develop new construction of artisan plaza to expand light industrial and creative industries</p>
<b>SUBAREA 3</b> Light Industrial Creative Industry	<p>Summit Mill - vacant 1.0-acre <b>site eligible for state historical listing</b></p> <p>Mill housed <b>original hydro turbine</b>. Site includes shale constructed picker house</p>	<p><b>Restore and repurpose historic mill</b></p> <p><b>Develop heritage tourism</b> for mills and canal watercourse with interpretative signage</p> <p><b>Create</b> Historic Mill District</p>
<b>SUBAREA 4</b> Competing & Conflicting Land Uses	<p><b>Bulk storage facility</b> for school bus transport facility</p> <p>Former rail bed &amp; train trestle</p> <p><b>Proposed entry of HVRT</b> at trestle</p>	<p>Develop an appropriate <b>connector</b> to <b>Harlem Valley Rail Trail</b></p> <p><b>Develop a looped nature trail network</b> throughout study area.</p>
<b>SUBAREA 5</b> Commercial & Residential Downtown	<p><b>Active</b> Main Street Program</p> <p>Residential with growing cluster of mixed-use, commercial businesses, govt. offices, farm-to-table restaurants, commercial kitchens, &amp; cafes</p>	<p><b>Continue</b> Main St. Program, develop storefront retail, and accommodations</p> <p>Support <b>local production systems</b> to create innovative sectors</p> <p>Sustain <b>historic downtown</b></p>

Subarea 1 is distinguished by Summit Lake as the central BOA catalyst, with a community center, playground, the shoreline and the waterfront. Proposals for this area aim to enhance these existing assets to meet the community's vision for increased recreational activities and new businesses.

Subarea 2 consists of two vacant properties, totaling nearly one acre owned by the Village of Philmont, containing remnants and watercourse artifacts of a historic mill (Mill #4). Proposals for this area aim to support current zoning while providing new construction development opportunities for light industrial, manufacturing, housing, and artisan production, and for the area to serve as a connector between the other subareas.

Subarea 3 consists of a 1.0-acre site of a vacant mill zoned for manufacturing and eligible for the State's Listing of Historic Sites.

Subarea 4 is largely defined by a former rail bed and trestle identified by the Harlem Valley Rail Trail Association as the planned entry for the rail trail connecting from Hillsdale as a section of the 46-mile trail originating at Wassaic Station in Dutchess County.

Subarea 5 is the heart of the Main Street corridor (aka Rt. 217) consisting of mixed-use storefronts, commercial, residential properties, local government offices, and public parks.

## H. Subarea Redevelopment Sites

### Subarea 1: Redevelopment Scenario for Summit Lake



*Image of Strategic Site 1: Summit Lake*

**Proposal:** Mechanical and/or hydraulic dredging of Summit Lake. Design a stormwater system to capture a large percentage of the sediment from runoff utilizing low-impact and natural techniques before it enters the lake. This will improve the water quality and environmental condition of the channels leading into the lake.

Habitat restoration aimed at water-related recreation, tourism, and a trail connector developed to service the proposed entry of the Harlem Valley Rail Trail at the easterly inlet.

Redevelopment of historic use of water-power hydro utilizing Summit Dam, and the 2<sup>nd</sup> historic dam located above High Falls, a 150ft waterfall located in the Columbia Land Conservancy.



**Key Findings:** Restoration of Summit Lake is feasible if grant funding and agency partnerships can assist pre-development planning and implementation. The lake would benefit from removal of excess silt and sediment and potentially deepening to help create a more resilient water body as well as installation of other best management practices. The restoration plan for the lake should also consider enhancing adjacent stream and wetland areas to better retain sediment that could be more easily be removed on a regular basis (e.g., establish a sedimentation basin near the mouth of the creek, just above the lake and provide equipment access) and provide naturalized enhancements through appropriate wetland and other plantings for nutrient management.



A watershed protection strategy would reduce erosion and sedimentation through well-accepted methods including farms located in the watershed engaging whole farm planning, sound forest management and timber harvesting methods, and improved roadside drainage corridor management and identification and elimination of identified pollution sources.

### Subarea 1: Redevelopment Scenario for Community Center & Playground



## Strategic Sites 2 and 3

**Proposal:** Develop north shoreline to expand beach & new boat launch canoes and kayaks. Refurbish Community Center, & new construction for waterfront activity businesses. Develop playground for adventure playground experience.

**Key Findings:** As Strategic Sites 2 & 3 sites are owned by the Village of Philmont they provide greater control of redevelopment.

## Subarea 2: Redevelopment Scenario



Redevelopment of Subarea 2 includes the revitalization of Strategic Sites 5 and 6



**Proposal:** Long-term economic development opportunities for new construction of mixed-use, light industrial, manufacturing, and artisan production and culture. The concept plan includes a mixed-use new building at Elm Street and Canal Street to be used for fine craftsman, light industrial, alternative health care, or Class A office space, and housing.



**Key Findings:** Strategic Sites 5 and 6, located along the Elm Street extension, are owned by the Village of Philmont they provide greater control of redevelopment and offer opportunities for the Village to provide incentives to attract private developers, including leasing the land for new construction and initiating downtown revitalization funding. Land use offers the potential to create connectors from Summit Lake via Elm St. for the HVRT trail to connect to the downtown.

Recreational enhancements associated with sites could include a Mill Pond perimeter boardwalk overlook, interpretive signage, and mill remnants left as an artistic tribute to the site's industrial heritage.

### Subarea 3: Redevelopment Scenario



*Strategic Site 8: The Historic Summit Mill*

**Proposal:** Develop incentives to assist the current owner to continue restoring the Summit Mill, including possible use of Historic Tax Credits as the mill is eligible for the State Listing of Historic Places, and possible eligibility for the New Market Tax Credits program.

**Key Findings:** Zoned for manufacturing and light industrial the one-acre footprint provides excellent opportunities for repurposing the property to support the BOA vision and market analysis findings, including, a mix of uses such as an event space, health hub, Class A office space, artisan and cultural production, or similar independent workers' initiatives.



## Subarea 4: Redevelopment Scenario



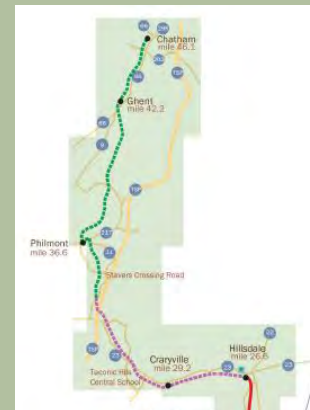
*Strategic Sites 10 and 11, the train trestle and former rail bed, are located in Subarea 4*

“For many years, the Harlem Valley Rail Trail Association has envisioned creating a rail trail connection through the Village of Philmont as part of a project that will ultimately connect the Metro North Station in Wassaic and Chatham. This 46-mile rail trail, now nearly half completed, is bringing significant benefits to the communities it passes through. The benefits include health and fitness opportunities for residents of all ages and abilities and economic rewards brought to the communities by low impact visitors. Philmont grew because of the railroad built through the village. A rail trail conversion will be an economic stimulus and a resource all nearby citizens can enjoy.”

Lisa DeLeeuw  
Executive Director  
Harlem Valley Rail Trail Association, Inc

**Proposal:** Develop and restore to repurpose the former Harlem Valley rail bed and train trestle for the proposed Harlem Valley Rail Trail, and network of looped trails in the BOA in association with the Columbia Land Conservancy to provide connector from the trestle to Summit Lake, shorelines, connecting the waterfront to the downtown.

**Key Findings:** Train trestle provides entry to the BOA for the proposed HVRT continuing 46.1 miles of rail bed trails originating at Wassaic Station in Dutchess County.



## Subarea 5: Redevelopment Scenario



*Strategic Site 15: Former Key Bank Branch*

**Proposal:** Repurpose of a former Key Bank branch to support the BOA vision for the continued revitalization of the Main Street. Work with the current owner to explore short-term temporary uses such as co-working retail space for local artisans.

**Key Findings:** Former Key Bank branch closed in 2016. Historic property located in the heart of the downtown at the intersection of Main St and Maple Avenue in the General Business zoning district.



*Strategic Site 17: Historic Empire House*

**Proposal:** Develop incentives to assist current owner to restore mid-to-late 1800's train depot hotel building. Develop a reapplication to the State Historic Preservation Office for eligibility of Historic Tax Credits dependent on the removal of the 1970's cement block construction of west wing extension, returning building to its Main Street historic context. End use occupancy to be considered for affordable B&B and/or hostel to service the area's growing demand for convention and event hospitality industries.



*Historic Empire House*

**Key Findings:** Located directly adjacent to the proposed HVTR, the redevelopment of this site offers reuse potential to service the Hudson Valley regional tourism market generating \$3.2B in traveler spending in 2012. 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.

## I. Key Takeaways

Each subarea requires a customized approach to redevelopment that can best address each subarea neighborhood while at the same time achieve connectivity of the study's broad-based goals and objectives.

To reach this end outcome, the report recommends the formation of four community-based task forces to work in concert with the Village of Philmont to achieve the BOA Subarea proposals, and additionally to address area-wide recommendations aimed at a market and branding strategy outlined in the Market Analysis. It includes four broad-based, area-wide recommendations incorporated into the report as four subcategories, including Historic & Cultural Resources, Nature & Recreation, Housing & Neighborhood Development and Business & Economic Development. The roles of the task forces would be to sister the recommendations with the outlined next steps and redevelopment scenarios of seven priority sites. Key area-wide recommendations include:

### **Historic & Cultural Resources**

- Philmont to become a Certified Local Government (CLG) to obtain technical assistance and fund development of a local preservation ordinance
- Create a Historic Mill District as recommended in the 2003 Comprehensive Plan
- Create a dedicated local history collection at the Philmont Public Library
- Sponsor events that celebrate the Historic Mill District
- Use the plan's inventory of historic places, structures and buildings to create a walking tour with interpretative signage
- Create a historic interpretive park near the site of the former Mill #4 at Elm St. Ext.
- Work cooperatively with the Summit Mill owner to re-purpose the building

### **Nature & Recreation**

- Create a Lake Protection Ordinance
- Develop a loop trail network throughout the District
- Develop an appropriate connector to the Harlem Valley Rail Trail
- Adopt resilient and sustainable principles for all municipal projects
- Incorporate public right of way Green Infrastructure components throughout the study area in compliance with NYS environmental regulations
- Restore water quality throughout the Philmont Watercourse to meet swimming and fishing standards in Summit Lake
- Removal of trash and junk from the watercourse and its banks
- Restore Lakeshore Park, Community Center, and the Lake waterfront as a focal point for community gathering, nature and recreation

### **Housing & Neighborhood Development**

- Develop design and maintenance guidelines for public rights of way in the study area, including a Complete Street policy
- Improve quality standards for rental housing in the study area
- Promote educational workshops for restoration, rehabilitation and maintenance of historic housing stock

- Develop a housing plan to address current deficits in the study area
- Encourage development of market-rate senior housing within Waterfront District
- Conduct a comprehensive review of existing zoning
- Develop a teen center and services in the study area

#### **Business & Economic Development**

- Establish a Downtown Merchants Association
- Establish an artisan and other workspace cooperatives
- Develop a tourism and branding strategy that includes marketing tools and the development of a visitors' center in the study area
- Create a Philmont Health Association and Alternative Health Hub
- Sponsor Downtown Festivals that celebrate local agricultural, healing arts and artisanal activities
- Foster Fine Craft Trades (custom furniture, fixtures, door, stone masonry, etc.)
- Solicit developer interest in village-controlled property along Canal Street for new professional and artisan commercial development. Include interpretive elements of Mill #4 and the sluices behind the property
- Develop micro-hydro power at Summit Dam location and watercourse drops as a locally created and shared energy source and network
- Submit Application for a BOA Step 3 – Implementation Strategy

These recommendations are discussed in greater detail in Sections 3 and 4 of the report.

## **J. Report Structure**

The following report will present a vision for the Village of Philmont based on community input and feedback.

Section 1 of the report reviews the BOA project scope, study area boundaries, community goals, and key elements of the planning context. Section 2 describes the community engagement process that helped guide the development of this BOA with valuable feedback. Section 3 offers a thorough inventory and analysis of existing conditions in the study area. Section 4 offers a comprehensive real estate development framework for the BOA, including a Subarea Framework, Recommendations, and Strategic Site Redevelopment Proposals.

The Appendix includes additional maps and research on existing conditions, special reports of conditions and recommendations for Summit Lake and the watershed, and additional detail on the strategic sites analysis including site profiles, and environmental review of three strategic sites included in the report.

# Project Description & Boundary

# 1

Summit Mill at its southwest corner

Photo courtesy of Steve Benson

## A. Project Overview & Description

### New York State's Brownfield Opportunity Areas (BOA) Program

The Brownfield Opportunity Areas (BOA) program was initiated in 2003 through the New York State Superfund/Brownfield Law. Administered by the New York State Department of State (DOS), the program provides financial assistance to facilitate area-wide community supported planning processes that lead to the redevelopment of brownfields, particularly in highly impacted and economically distressed areas that are in need of revitalization.

The program has been devised to assist communities in establishing a community-based revitalization plan and implementation strategy to achieve brownfield redevelopment at a district-wide level. At the completion of the program, defined areas within a community will be designated a Brownfield Opportunity Area, which will increase their competitive position for access to funding and incentives under the DEC Brownfield Cleanup Program and the Empire State Development Corporation's economic development programs, among many others.

Brownfields are classified as dormant properties where potential contamination has impeded redevelopment, turning the properties into economic and environmental drains on localities. The BOA grants support programs aimed at redeveloping these sites and buildings. The BOA Program, made possible by the Environmental Protection Agency's (EPA) Superfund/Brownfield law enacted in October 2003, provides municipalities and community based organizations with assistance for up to 90 percent of the eligible project costs. Funding can be used to complete revitalization plans and implementation strategies for areas affected by the presence of brownfield sites, as well as site assessments for strategic sites.

### Chapter Contents

- A. Project Overview & Description
- B. Boundary Description & Justification
- C. Community Vision, Goals, and Recommendations

The BOA program has three steps that are defined by NYDOS: Pre-nomination Study (Step 1), Nomination (Step 2), and Implementation Strategy (Step 3).

1

**STEP 1: Pre-Nomination Study**

Preliminary analysis of community and potential brownfields • Identification of a manageable study area • Establishment of partnerships with key stakeholders • Initial summarization of opportunities for renewal

2

**STEP 2: Nomination Study**

Comprehensive analysis of study area and brownfield sites • Analysis of economic and market trends • Recommendations for revitalization

3

**STEP 3: Implementation Strategy**

Detailed individual environmental site assessments • Creation of detailed reuse and redevelopment strategies • Marketing strategies for individual sites

This report, Summit Lake and Its Watercourse: a New York State Brownfield Opportunity Areas (BOA) Step 2 Nomination, is a long-term planning initiative that establishes a strategy for re-investment in the core areas surrounding the Summit Lake, downtown, and the vacant mills. The plan recognizes the areas surrounding Summit Lake, including historic buildings such as Summit Mill, Canal Street Mill, and the Main Street as catalysts for community-wide renewal.

**Project Initiation**

On March 20, 2012, Governor Andrew M. Cuomo announced to the Village of Philmont that it had been awarded a grant administered through the New York State Department of State (NYSDOS) for the preparation of a Brownfield Opportunity Area Step 2 Nomination Study. In August 2012 the Village of Philmont appointed a local Executive Steering Committee. The Committee held five meetings to discuss the requirements of the BOA program, outreach to partners, and orientation to the Study Area.

In November 2012, the Village of Philmont, advised by the Executive Steering Committee, circulated a Request for Qualifications (RFQ) to identify qualified consultants to receive a Request for Proposal (RFP.) The Executive Steering Committee scored and ranked twelve responses received from planning consultant teams identifying qualifications. The Executive Steering Committee selected four consultant teams who were subsequently invited to submit full project proposals and attend interview meetings held in August 2013. In September 2013, the Village of Philmont hired the team led by Elan Planning, Design & Landscape Architecture, PLLC, to prepare the BOA Nomination Study. The project consultant team consisted of Elan Planning, Design and Landscape Architecture, Elan.3 Consulting, CT Male Engineering, Economic Transformations Group (ETG), and Harris Beach Attorneys at Law, Renewage LLC. Subsequent team additions include Alden Engineering, and Behan Planning and Design. Philmont Beautification, Inc., a grass-roots community development organization, acted as Project Manager and grant administrator.

## Plan Overview and Description

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. The Village of Philmont's story dates back to 1891. 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 2012, Philmont received a New York State Brownfield Opportunity Areas (BOA) grant to prepare a Step 2 Nomination, 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.

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 the new locally-owned restaurants on Main Street and new owners investing in historic buildings, bringing new life to downtown. The tendrils of other sectors are apparent in new business owners who are bringing knowledge of Chinese medicine to Philmont, and others who are 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 report, *Summit Lake and Its Watercourse: BOA Nomination*, is a long-term planning strategy that has been developed by the Village of Philmont in partnership with project manager Philmont Beautification, Inc. and an Executive Steering Committee appointed by the Village Board. The plan establishes a strategy for re-investment in the core areas surrounding the Summit Lake, downtown and the vacant mills. The plan recognizes the areas surrounding the Summit Lake, Summit Mill, Canal Street Mill, and Main Street as catalysts for community-wide renewal.

The planning process included extensive public outreach coupled with technical expertise to develop an area-wide revitalization strategy. 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 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.

## Plan Purpose and Objectives

This report outlines the anticipated community benefits resulting from this project, aimed at reversing the cycle of disinvestment and decay currently experienced in the area. It provides an overall framework plan for the BOA along with two framework design concepts for two primary areas (Lakeshore Park and Community Center & Canal Street Mill) that when implemented will lead to improved livable neighborhoods which will assist with the attraction of future investments aimed at new uses such as housing stock restoration, retail, commercial and public amenities including the restoration of Summit Lake and its watershed, and lake-side parks.

Key study objectives include:

1. Identifying and providing a clear description and justification of a manageable study area and associated boundaries.
2. Establishing a community participation process, including a clear description of a community vision and associated goals and objectives for the study area, and techniques to enlist partners.
3. Completing a comprehensive land use assessment and analysis of existing conditions in the study area, including an economic and market trends analysis, to determine the range of realistic future uses and types of redevelopment projects to revitalize the study area.
4. Identifying strategic sites that represent key redevelopment opportunities and fully examining their redevelopment potential.
5. Based on the analysis, a description of key findings and recommendations for future uses and other actions for redevelopment and community revitalization.
6. Providing a series of key recommendations to serve as the basis for the Implementation Strategy.

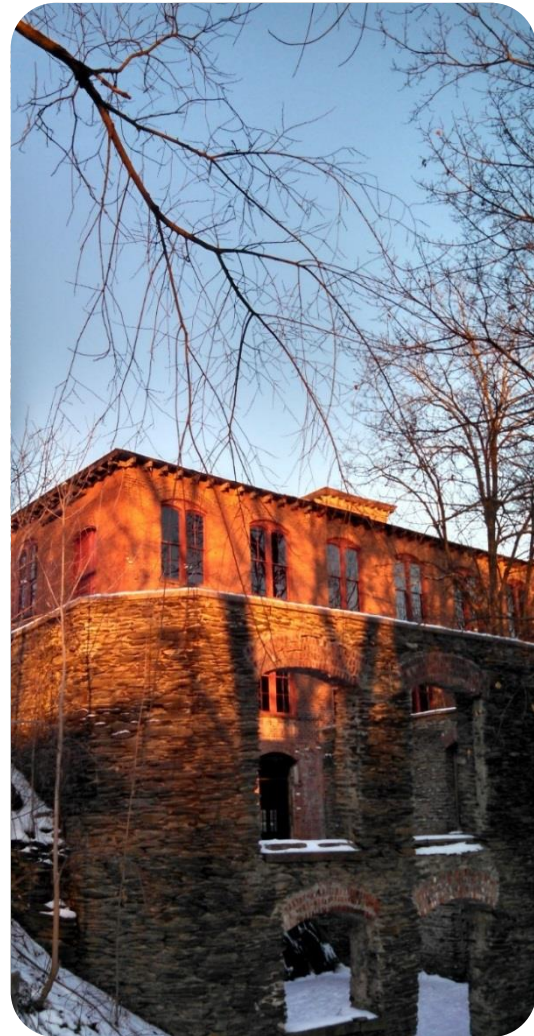
## B. Boundary Description & Justification

### Study Area Overview

The BOA is strategically located and highly developable. It includes several potential brownfield sites, some of which are linked by an elaborate watercourse of post-industrial water canals and holding ponds engineered by industrialist mill owners in 1848 to supply hydro-power to seven manufacturing mills that were located throughout the village in the 1800's. Due to a series of devastating fires experienced over time in the village, only four of the seven mills remain today.

The Summit Lake and Its Watercourse BOA places Summit Lake, a 21-acre publicly-owned body of water, a critical public amenity, as the central catalyst for renewal. This natural resource has significant influence on the surrounding areas, including, Lakeview Drive, Community Center Playground, Summit Mill, Canal Street Mill, Summit Dam, and Mill District II connector streets. Adding to this lake “center piece” is a re-investment strategy to connect to attractions such as the High Falls Conservation Area, the proposed Harlem Valley Rail Trail, the Mill District, and small businesses and restaurants located in the village downtown on Main Street.

Recent revitalization efforts in the study area include PBI's Main Street Program, which has assisted more



*Southwest corner of Summit Mill in the winter*

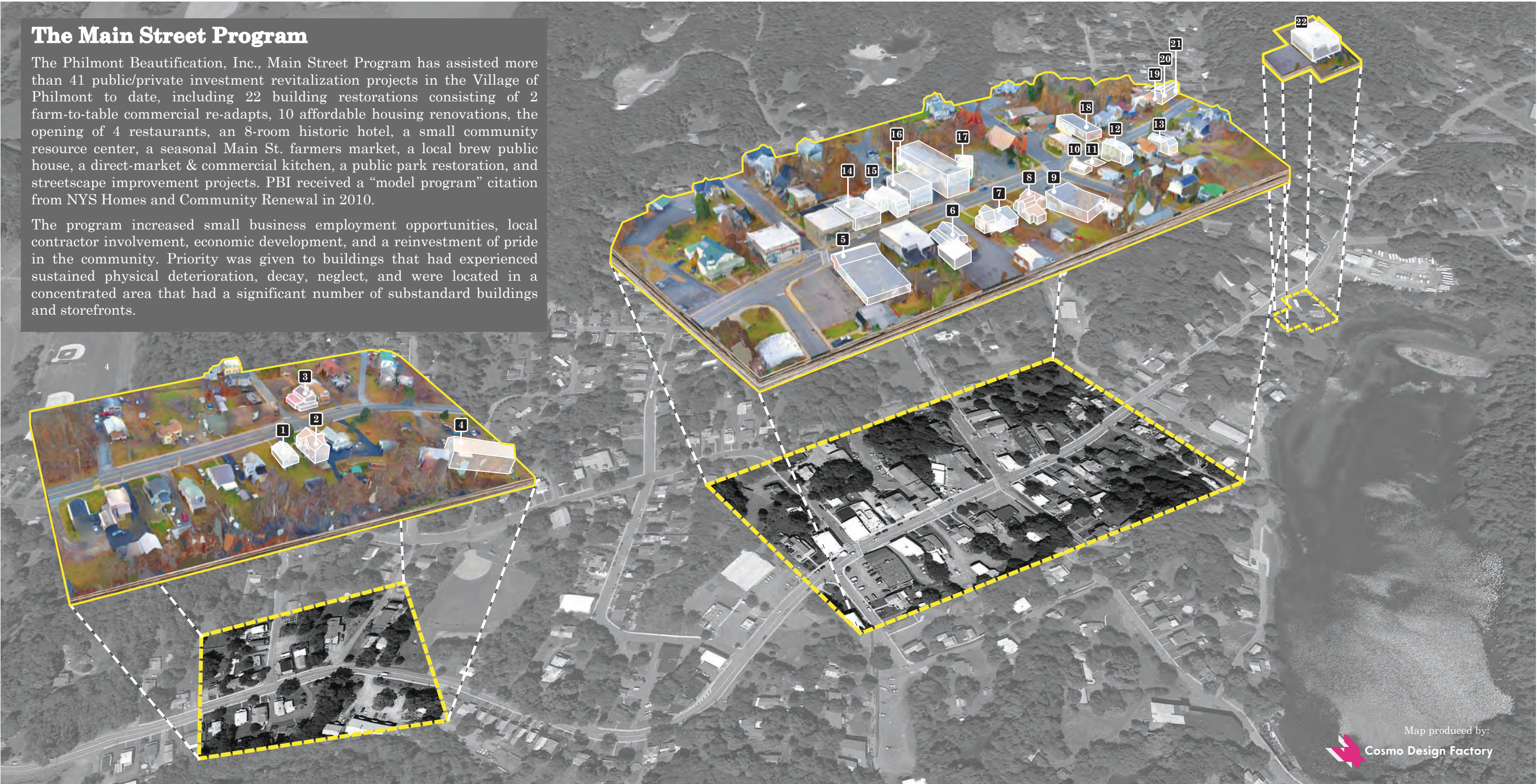
*Photo: Elan Planning, Design & Landscape Architecture*

than 41 public/private investment revitalization projects in the Village of Philmont, including 22 building restorations consisting of 2 farm-to-table commercial re-adapts, 10 affordable housing renovations, the opening of 4 restaurants, an 8-room historic hotel, a small community resource center, a seasonal Main Street farmers market, a local brew public house, a direct-market & commercial kitchen, a public park restoration, and streetscape improvement projects. The graphic on the following page shows where these projects have occurred. PBI received a “model program” citation from NYS Homes and Community Renewal in 2010.

# The Main Street Program

The Philmont Beautification, Inc., Main Street Program has assisted more than 41 public/private investment revitalization projects in the Village of Philmont to date, including 22 building restorations consisting of 2 farm-to-table commercial re-adapts, 10 affordable housing renovations, the opening of 4 restaurants, an 8-room historic hotel, a small community resource center, a seasonal Main St. farmers market, a local brew public house, a direct-market & commercial kitchen, a public park restoration, and streetscape improvement projects. PBI received a “model program” citation from NYS Homes and Community Renewal in 2010.

The program increased small business employment opportunities, local contractor involvement, economic development, and a reinvestment of pride in the community. Priority was given to buildings that had experienced sustained physical deterioration, decay, neglect, and were located in a concentrated area that had a significant number of substandard buildings and storefronts.



Map produced by:  
 Cosmo Design Factory

1. 7 Main St. Senior home roof replacement
2. 9 Main St. 2 L.I. apts. multi-family roof replacement
3. 12 Main St. Gut-rehab of existing bar into farm-to-pub & restaurant, streetscape & exterior deck
4. 23 Main St. 6 L.I. apts. multi-family roof replacement
5. 98 Main St. Streetscape mural project with THHS artist in residency
6. 100 Main St. Streetscape landscaping and financial advisory for Philmont Public Library Pavilion
7. 105 Main St. 2 L.I. apts. gut-rehab, new roof, new porch, facade restoration

8. 107 Main St. 2 L.I. apts. gut-rehab, new roof, new porch, facade restoration
9. 111 Main St. Commercial gut-rehab of auto shop into farm-to-table restaurant Local 111 Restaurant.
10. 113 Main St. Redesign gut-rehab of gareden shed into storefront, green energy applications, new retaining wall and landscaping
11. 117 Main St. New Design of Public Pocket Park, Streetscape permaculture & landscaping
12. 119 Main St. 2 L.I. apts. gut-rehab, storefront gut-rehab, facade restoration, parking lot restoration, window weatherization

13. 125 Main St. 1 L.I. apt. gut-rehab, facade restoration, new front porch
14. 102-104 Main St. 1 L.I. apt. gut-rehab, double storefront redesign and facade restoration
15. 108-110 Main St. 2 L.I. apts. & storefront gut-rehab, facade restoration
16. 112-114 Main St. 24 senior unit assisted living, facade restoration
17. 116 Main St. Gut-rehab & re-adapt of convenience store to local Philmont Market & Cafe Cooperative, commercial kitchen and streetscape landscaping
18. 124 Main St. Streetscape & benches, landscaping at the Village Office

19. 140 Main St. New heating system, code compliance and facade restoration
20. 144 Main St. 2 L.I. apts. gut rehab, new heating system, code compliance and facade restoration
21. 148 Main St. 2 L.I. apts. gut-rehab, new heating system, code compliance and facade restoration
22. 161 Main St. The Vanderbilt House Hotel, Eligible for SHPO State Historic Listing, review of architectural plans, financial loan advisory for small business

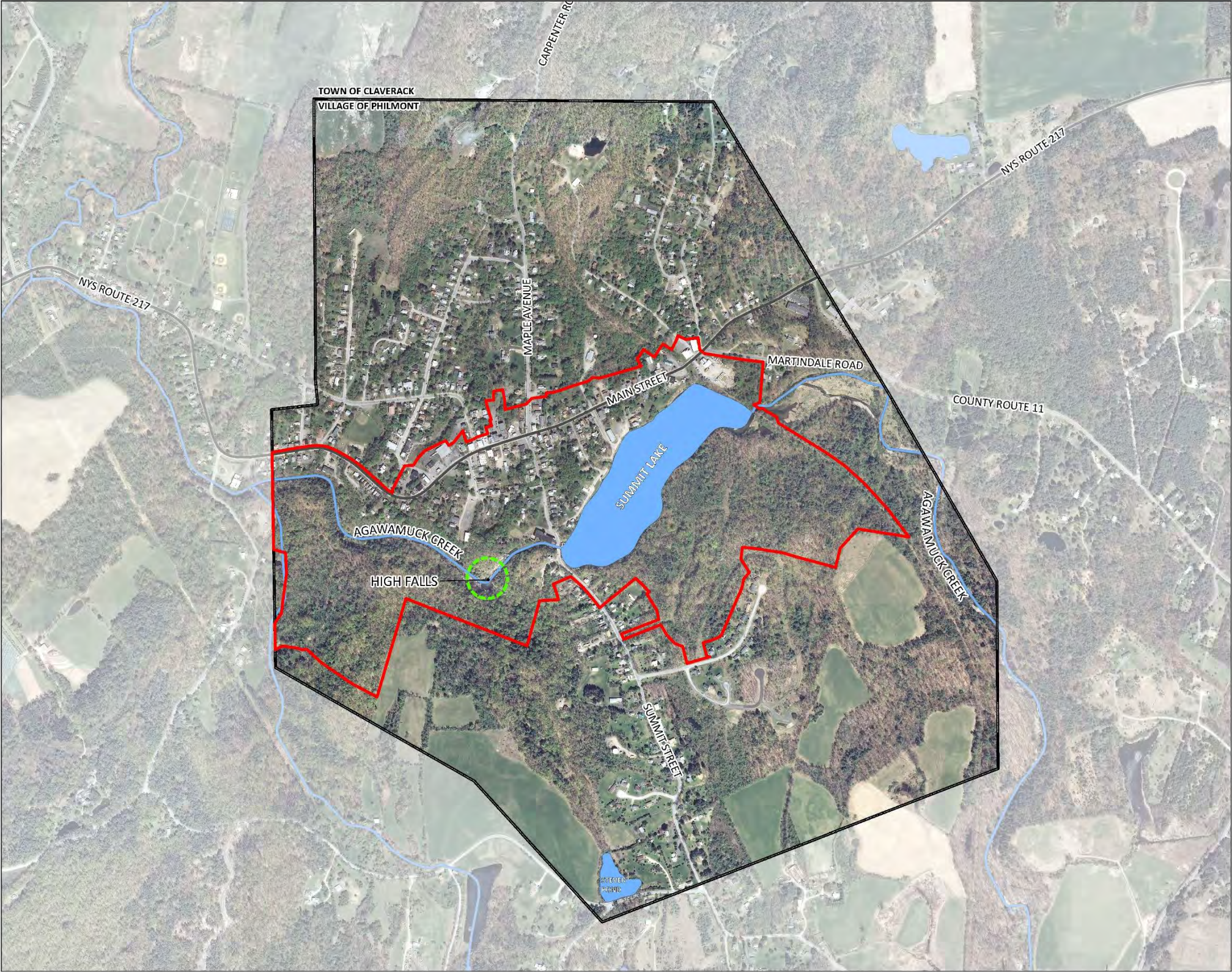
## Study Area Boundary

The Study Area defined through this process (see Figure B: Study Area Map) has been determined to create the greatest net positive gain for the community as a whole. The study area connects and integrates several key sites, including Summit 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 lake 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 a future segment of the Harlem Valley Rail Trail. The southeast quadrant of the study area is principally defined by the steep sloped areas that border Summit Lake. This area was incorporated for both its special visual character and the need to protect the hillside from deforestation.

The boundary then extends directly behind residential lots on Overlook Court before extending northward towards Summit Lake behind residential lots on Summit Street before following Summit Street northward towards Summit Lake before turning left and extending southwest of High Falls. At the Village boundary it extends North to Main Street. The northern portion of the BOA boundary then extends east along Main Street until it approaches near Prospect Street where it extends North and continues East while capturing the properties along the northern side of Main Street. At the eastern edge of the Study Area, it meets with Eagle Street before continuing South to the intersection with Martindale again.

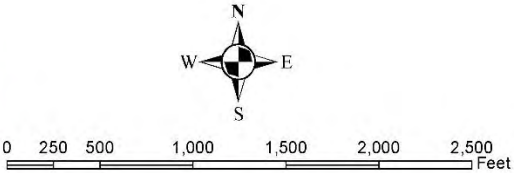
Figure 1-B: Study Area Map



**Summit Lake and its Watercourse  
Village of Philmont**

**Legend**

- BOA Boundary
- Philmont Boundary
- Secondary Roads
- Surface Water



Date: August 2017

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.

Z:\Projects 2014\14-020 Philmont BOA\GIS

## C. Community Vision, Goals & Recommendations

As part of the planning process, a thorough inventory and analysis was conducted to better understand existing conditions, challenges, assets and opportunities for Summit Lake and its Watercourse. The inventory, which examines the community and regional setting, land use, zoning, land ownership, transportation systems, infrastructure, natural resources, parks and open space, historic areas, economic trends, brownfield sites and a strategic sites analysis, is provided in Section 3. This information, combined with input from the Executive Steering Committee, public feedback from the open house, and focus group interviews regarding the Village's assets, challenges and opportunities helped to shape the vision, goals and recommendations identified for the future development and reuse of Summit Lake and its Watercourse in a manner that meets Philmont's long-term vision and goals.

### Assets, Challenges & Opportunities

As part of the planning process, members of the Executive Steering Committee and community residents and business owners were asked to identify the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of Philmont. 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.

A summary of key findings is provided in Table 1.1: SWOT Summary found on the following page.



**Table 1.1: SWOT Summary based on community input**

Strengths	<ul style="list-style-type: none"> <li>History of the place, including engineering of mill power</li> <li>Summit Lake</li> <li>Wildlife (particularly around Summit Reservoir)</li> <li>Summit Mill</li> <li>Canal Street Mill</li> <li>Proximity to Taconic Parkway and the Berkshires</li> <li>Proximity to Boston, NYC, and Hudson</li> <li>High Falls</li> <li>Availability of public services: sewer/water</li> <li>Connection to local agriculture</li> <li>International visitors - because of Hawthorn opportunities</li> <li>Strong Arts Community</li> <li>Farmer's Market</li> <li>Alternative medicine opportunities</li> <li>Rents are more affordable</li> <li>Located at the geographic center of the community</li> <li>Potential for hydro-power development</li> <li>Active Philmont Beautification Inc.</li> <li>Fire department</li> <li>Library</li> <li>Head Start</li> </ul>	<ul style="list-style-type: none"> <li>Poor housing and dynamics</li> <li>Out of town owners are not taking care of buildings</li> <li>Tenants are not taking enough care of houses they are living in</li> <li>Lack of government collaboration</li> <li>Main Street needs to be more active</li> <li>Lack of affordable, quality housing in Philmont</li> <li>Perception that if take care of property, taxes will go up</li> <li>Delinquency</li> <li>The idea that the best part of the Village is behind us</li> <li>Lingering negative reputation</li> <li>Poor public transport to surrounding region</li> <li>Lack of activities for youth</li> <li>Bedroom community</li> <li>The vista of the lake is blocked on the east end</li> <li>Poor condition and lack of sidewalks</li> <li>Lack of consistent local workforce</li> <li>Low education levels of residents</li> <li>Lack of support for low-income residents in terms of child care and transportation</li> <li>Can make Philmont a destination – not on a main road</li> <li>People need to look too hard to find these places</li> <li>Seasonality of business makes off-season difficult</li> <li>Lake more silted</li> <li>Dilapidated housing &amp; commercial structures</li> <li>Local business owners need to work together more</li> <li>Explore options to generate local energy</li> <li>Philmont is out of the way; need to make Philmont a destination</li> <li>Bus garage at edge of Summit Reservoir</li> </ul>	Weaknesses
	<ul style="list-style-type: none"> <li>Influx of organic farmers &amp; local foodies</li> <li>Influx of second home-owners from NYC</li> <li>Influx of artists</li> <li>Hawthorne Valley Farm/School/Store</li> <li>Health Economy / Healthy Lifestyle Recreation</li> <li>Food &amp; Agriculture</li> <li>Artisan Production &amp; Culture</li> <li>Summit Mill</li> <li>Buzz is that people want to be in Philmont</li> <li>Rooftop/Community Gardens</li> <li>Attract new downtown businesses with success of existing businesses</li> <li>Walking trails / parks</li> <li>Philmont history</li> <li>Harlem Valley Rail Trail</li> <li>Support for home based businesses</li> <li>Increase diversity of skills for local residents</li> <li>Increase local home ownership</li> <li>Artisan-scale high-value tourism</li> <li>Climate change – could be opportunity to become an incubator for climate change</li> <li>New kind of education: farm interns; could serve as a model for the New Economy</li> <li>Opportunity for eco-tourism</li> <li>People are talking - Philmont is the “next place” in Columbia Co.</li> </ul>	<ul style="list-style-type: none"> <li>Need improved signage along the Taconic Parkway</li> <li>Overshadowed by Hudson</li> <li>Possibility that the Dam breaks</li> <li>Pollution of creek</li> <li>Village unable to accommodate tourists</li> <li>Difficult to adequately maintain hiking trails</li> <li>Loss of wildlife</li> <li>Gentrification</li> <li>Becoming overly touristic to detriment of local quality of life</li> <li>People like it when they get here, but many seem to leave after being here for a couple of years</li> <li>Limited retail/services within the Village forces the local population to buy outside the Village</li> <li>Continued silting of the reservoir/lake</li> </ul>	Threats

Identified strengths in Philmont include its existing natural and man-made assets such as the High Falls, Summit Lake, 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.

Key threats to the study area include Philmont's lingering negative reputation, the silt build-up in Summit Lake 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).

### Vision Statement

An important function of this Nomination is to bring together varied community interests and planning principles in order to work towards comprehensive goals for Summit Lake and its Watercourse. To achieve this, the Executive Steering Committee prepared a vision statement that builds on existing assets and brings together the elements of these varied interests:

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*Summit Lake and its Watercourse 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.*

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### Goal Statements

To achieve this vision, a series of broad-based goal statements have been established. These statements are presented within four categories:

- 1. Historic & Cultural Resources**
- 2. Nature & Recreation**
- 3. Housing & Neighborhood Development**
- 4. Business & Economic Development**

The Village of Philmont is poised to take advantage of many local assets and regional growth opportunities. To do so, the community must position itself to maximize its natural resources and existing partnerships. A series of recommended action items are described herein that identify specific steps required to achieve the desired vision.

## Historic & Cultural Resources

### Goals:

1. Recognize Summit Lake and its Watercourse 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 study area.
3. Attract cultural resources to stimulate social and economic collaboration.



Photo: Elan

*Remnants of sluices behind Elm Street Ext.*

**Table 1-2: Historic & Cultural Resources Recommendations**

Recommendations	Goal Statement		
	1	2	3
<b>H&amp;CR 1:</b> Create a Village appointed Historic & Cultural Resources Task Force	√	√	√
<b>H&amp;CR 2:</b> Become a Certified Local Government (CLG) to obtain technical assistance and fund development of a local preservation ordinance	√	√	√
<b>H&amp;CR 3:</b> Create a Historic Mill District as recommended in the 2003 Comprehensive Plan	√	√	√
<b>H&amp;CR 4:</b> Create a dedicated local history collection at the Philmont Public Library	√		
<b>H&amp;CR 5:</b> Sponsor events that celebrate the Historic Mill District	√		√
<b>H&amp;CR 6:</b> Use the plan's inventory of historic places, structures and buildings to create a walking tour with interpretative signage	√		√
<b>H&amp;CR 7:</b> Create a historic interpretive park near the site of Mill #4	√	√	√
<b>H&amp;CR 8:</b> Work cooperatively with the Summit Mill owner to re-purpose the building		√	√

## Nature & Recreation

### Goals:

1. Develop opportunities to connect the Lake and its Watercourse with surrounding natural resources and neighboring communities.
2. Promote the Summit Lake waterfront and natural areas to stimulate sustainable economic development and enhance healthy living activities.
3. Increase the ecological resilience of the Lake, its Watercourse, and surrounding landscapes.



Photo courtesy of Steve Benson

*Fishing Summit Lake near Lake Shore Park and the Community Center*

**Table 1-3: Nature & Recreation Recommendations**

Recommendations	Goal Statement		
	1	2	3
<b>N&amp;R 1:</b> Create a Village appointed Nature & Recreation Task Force	√	√	√
<b>N&amp;R 2:</b> Create a Lake Protection Ordinance		√	√
<b>N&amp;R 3:</b> Develop a looped nature trail network throughout the study area.	√	√	
<b>N&amp;R 4:</b> Develop an appropriate connector to the Harlem Valley Rail Trail	√	√	
<b>N&amp;R 5:</b> Adopt resilient and sustainable principles for all municipal projects			√
<b>N&amp;R 6:</b> Incorporate public right of way Green Infrastructure components throughout the study area in compliance with NYS environmental regulations. Measures must take into account the BOA study area narrow and sloped public right of ways and may require appropriate expertise		√	√
<b>N&amp;R 7:</b> Restore water quality throughout the Watercourse to meet swimming and fishing standards in Summit Lake	√	√	
<b>N&amp;R 8:</b> Removal of trash and junk from the watercourse and its banks		√	√
<b>N&amp;R 9:</b> Restore Lakeshore Park, Community Center, and the Lake waterfront as a focal point for community gathering, nature and recreation	√	√	√

## Housing & Neighborhood Development

### Goals:

1. Define uniform land use conducive to housing growth and neighborhood development.
2. Invest in neighborhood infrastructure to foster positive social interaction and opportunities for healthy, active living.
3. Support efforts to conserve and improve the Village's housing stock, including historic properties.



Historic home on Summit Street

Photo courtesy of PBI, Inc.

**Table 1-4: Housing & Neighborhood Development Recommendations**

Recommendations	Goal Statement		
	1	2	3
<b>H&amp;ND 1:</b> Create a Village appointed Housing & Neighborhood Development Task Force	√	√	√
<b>H&amp;ND 2:</b> Develop design and maintenance guidelines for public right of way in the study area including a Complete Street policy	√	√	
<b>H&amp;ND 3:</b> Improve quality standards for rental housing in the study area		√	
<b>H&amp;ND 4:</b> Promote educational workshops for restoration, rehabilitation and maintenance of historic housing stock	√		√
<b>H&amp;ND 5:</b> Develop a housing plan to address current deficits in the study area	√		√
<b>H&amp;ND 6:</b> Encourage energy conservation techniques and resiliency in new and rehabbed historic homes	√		√
<b>H&amp;ND 7:</b> Conduct a comprehensive review of existing zoning		√	
<b>H&amp;ND 8:</b> Develop a teen center and services in the study area		√	

## Business & Economic Development

### Goals:

1. Recognize, promote and support local production systems to create innovative sectors of Economic Development.
2. Explore ways to leverage and promote Philmont's natural resources, including the Lake and its Watercourse for environmentally sustainable economic development.
3. Identify strategies to encourage collaborations and entrepreneurship to create a dynamic local economy.
4. Promote community revitalization and economic development while preserving natural and historic resources.



Photo courtesy of PBI, Inc.

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

**Table 1-5: Business & Economic Development Recommendations**

Recommendations	Goal Statements			
	1	2	3	4
<b>B&amp;ED 1:</b> Create a Village appointed Business & Economic Development Task Force	√	√	√	√
<b>B&amp;ED 2:</b> Establish a Downtown Merchants Association			√	√
<b>B&amp;ED 3:</b> Establish an artisan and other workspace cooperative	√		√	√
<b>B&amp;ED 4:</b> Develop a tourism and branding strategy that includes marketing tools and the development of a visitors center in the study area	√	√	√	√
<b>B&amp;ED 5:</b> Create a Philmont Health Association and Alternative Health Hub	√			
<b>B&amp;ED 6:</b> Sponsor Downtown Festivals that celebrate local agricultural, healing arts and artisanal activities	√	√	√	
<b>B&amp;ED 7:</b> Foster the emerging Fine Craft Trades sector in the study area	√	√	√	
<b>B&amp;ED 8:</b> Solicit developer interest in village-controlled property along Canal Street for new professional and artisan commercial development. Include interpretive elements of Mill #4 and the sluices behind the property	√	√	√	√
<b>B&amp;ED 9:</b> Develop micro-hydro power at Summit Dam location and watercourse drops as a locally created shared, energy source and network	√	√	√	√
<b>B&amp;ED 10:</b> Submit Application for a BOA Step 3 – Implementation Strategy	√	√	√	√

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# Community Participation & Engaging Partners

## 2

This section provides a summary of the consistent and robust community outreach, techniques, input and results that were employed in the development of this BOA Step II Nomination.

### **A. Community Participation Plan**

Because Philmont is a small community with a population of approximately 1,400 residents, 650 properties, and a low-to-moderate income tax base, it does not have the budget to support paid positions for community and economic development. With that, the Village has developed a strong platform over the last decade of working collaboratively with residents, business owners, a variety of not-for-profit organizations that specialize in community and economic development, and Philmont Beautification, Inc., (PBI) a veteran of producing high turnout for revitalization public participation.

Since 2005, leadership under Mayor Clarence Speed has consistently encouraged community attendance at monthly Village Board and Workshop meetings, and use of the Village Hall to stage information and visioning events which are well attended by community members, surrounding neighbors, and local government departments. Over a ten-year period several community revitalization initiatives have gained traction and sustainability by working collaboratively with the local government. These initiatives include, among others, the publication of a 2003 Comprehensive Plan initiated and implemented by community members, local government capital improvements providing the village with the Karen Garafalo Cultural Center operated by the five star Philmont Public Library, an extensive site development to house the Department of Public Works and Transfer Station, maintained upgrades to the Philmont Waste Water Plant, and sustained volunteer Fire and EMS emergency services, all contributing to an ongoing village-wide revitalization.

#### **Chapter Contents**

- A.** Community Participation Plan
- B.** Engaging Partners

There is a palpable attitude within the community that speaks effectively to “we are all in this together.” The significant turn-around of the downtown is beginning to attract new businesses and home owners wanting to live and work in a community that is pro-actively engaged.

### Role of Executive Committee



#### Executive Steering Committee

**Larry Ostrander** | Village Trustee, Co-Chair  
**Barbara Sagal** | Village Trustee, Co-Chair  
**Sally Baker** | PBI, Project Management  
**Kathy Abeyatunge** | Resident of Philmont  
**Jean Giblette** | High Falls Gardens  
**Peter Paden** | Columbia Land Conservancy  
**Thomas Paino** | Resident of Philmont  
**Chris Reed** | Resident of Philmont  
**Christine Vanderlan** | Columbia Land Conservancy

Due to the nature and complexity of the BOA planning study process it was determined by the Village of Philmont to keep the Executive Steering Committee small, co-chaired by two Village Trustees, and consisting of Philmont-based residents, business owners, and people from not-for-profit organizations committed to the long haul of producing an effective planning study document combined with the technical assistance of Elan Planning, Project Management by PBI, and oversight by the New York State Office of Planning and Development.

The Executive Steering Committee serves as a partner with the Village of Philmont in conducting outreach to inform the community on the BOA Step II Nomination Study and in devising project, program and policy recommendations.

It is tasked with attending all public presentations, reviewing consultant documentation, and providing feedback, guidance, and recommendations based on community input. The Executive Steering Committee also reviews the synthesis of community input and the proposed crafting of an appropriate vision, goals and recommendations.

To this end, the Executive Steering Committee worked collaboratively with the Elan Team and PBI, acting as Project Manager, throughout the entire process of the Study development and will ultimately recommend the Study and the Draft Revitalization Plan to the Village Board and the New York State Department of State for acceptance and approval as a BOA Step II Nomination.

As the planning process for producing a BOA Nomination was uncharted territory for the Village of Philmont, members of the community, and the Executive Steering Committee, from the outset of the project the Committee set the goals for the Community Participation Plan at a relatively conservative level, including:

- Collect information from the public regarding the study area
- Provide opportunities for the public to voice issues, concerns and opportunities
- Provide an opportunity for the public to contribute their perspective in the development of the *Summit Lake and Its Watercourse Study Area*
- Educate the public on some technical aspects of the project, such as land use, historic tax-credits, and how a BOA Step II Study can stimulate public-private investor development by providing concept plans and drawings for specifically selected sites and recommendations for implementation projects
- Increase community knowledge of Philmont's history
- Understand the public's hopes, concerns and desires for the future of the Summit Lake and waterfront.

The Executive Steering Committee met regularly throughout the entire process of the BOA Step II Study development for a total of 31 official Committee meetings, 19 held with the Elan team. Committee members also attended both the Visioning Workshop and Public Open House in order to 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 it. Several meetings were dedicated specifically to data compiled in the Economic Market and Trends Analysis which demonstrates Philmont's demographic profile is beginning to reflect the results of a sustained ten-year revitalization attracting new businesses and primary resident home owners.

The Committee members agreed with the data as corresponding to their own personal experience of community change including a steady growth in agriculture, health care, and the creative arts sectors, and the high number of home-based businesses (96), documented in the Comprehensive Plan, which are involved in alternative health and lifestyle services, the creative arts, local farming, artisan trades, and home-based construction trades, including an historical presence of hand-crafted stonemasonry. The Committee unanimously concurred with the Market Analysis findings that in the 1980's and 1990's, due to the growth of the Rudolf Steiner-inspired Hawthorne Valley farm, store and school complex, the region received an influx of talented and dedicated teachers, farmers, craftspeople, and creative professionals, many of whom have bought or rented homes in Philmont. This trend appears to be in step with the progress of revitalization in the village, including new restaurants generating economic vibrancy and by the draw of the changing social character of Philmont and its very attractive and inexpensive stock of well-preserved old houses.

**Table 2-1: Executive Steering Committee Meetings**

Date	Meeting Purpose and Attendees	Location
10/20/13	Interviews with professional planning companies for selection of consultant. Larry Ostrander, Barbara Sagal, Sally Baker, Kathy Abeyatunge, Jean Giblette, Peter Paden, Thomas Paino, Chris Reed.	Karen Garafalo Cultural Center
10/20/14	Official kick-off meeting with DOS and scoping session. David Ashton, Mayor Clarence Speed, Kim Simmons, Rob Fitzsimmons, Esq, Steve Benson, Kurt Basle, Karen Garafalou, Lisa Nagle, Rob Holzman, Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Karen Garafalou Cultural Center
11/17/14	Review of socio-economics & mapping, stakeholder meetings preparation. Community visioning preparation. Modification of the BOA Study Area Boundary. Rob Holzman, Lisa Nagle, Larry Ostrander, Sally Baker, Kathy Abeyatunge, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Karen Garafalo Cultural Center
12/22/14	Refinement of boundary line to incorporate High Falls Conservation and Main St. Preparation of community participation list for the Local and Regional Interest Focus Group meetings. Rob Holzman, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Karen Garafalo Cultural Center
03/30/15	Committee review of summary notes to draft Vision Statement based on community input at Regional Interest Focus Group meetings held on 01/13/15, and #1 Open House event held on 02/27/15. Rob Holzman, Lisa Nagle, Larry Ostrander, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Vanderbilt House
04/13/15	Final draft of Vision Statement. Compile goals for Step II component #4 Draft Revitalization Plan categorized by four topics. 1. Historic & Cultural Resources, 2. Nature & Recreation, 3. Housing & Neighborhood Development, 4. Business & Economic Development. Rob Holzman, Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Vanderbilt House

**Table 2-1: Executive Steering Committee Meetings**

<b>Date</b>	<b>Meeting Purpose and Attendees</b>	<b>Location</b>
04/27/15	Refinement of goals for Housing & Neighborhood Development, and Business & Economic Development. Compilation of goals for Historic & Cultural Resources, and Nature & Recreation. Rob Holzman, Lisa Nagle, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Vanderbilt House
05/12/15	Review of concept drawings for entry of the Harlem Valley Rail Trail into Philmont by way of Rail Trestle easterly inlet of Summit Lake. Discussion with Todd Erling regarding NYS Consolidated Funding Application programs applicable for revitalization projects. Rob Holzman, Sally Baker, Jean Giblette, Chris Reed, Christine Vanderlan, Todd Erling, Lisa DeLeeuw HVRT.	Karen Garafalo Cultural Center
06/01/15	Final draft of goals for Housing & Neighborhood Development, and Business & Economic Development. Work session to develop framework plan for project recommendations and design concepts. Draft of goal(s) for potential brownfield sites. Rob Holzman, Lisa Nagle, Jere Tatich, Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Vanderbilt House
06/08/15	Review of Economic and Market Trends Analysis findings. Findings grouped into four concept nodes related to existing demographics, changing profile of community, Study Vision Statement, Goals, and market opportunities. Rob Holzman, Eric Hansen, Kelli Pearson, Predro Sauters, Bo Ra Kim, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan. Jerry Howett, Elizabeth Angello.	Community Center
08/17/15	Development and review of Priority Sites Inventory for further Study analysis. Discussion of Committee producing a tri-fold progress brochure for upcoming #2 Open House. Local Provider Workshops discussed as series providing community insights to village history, post-industrial re-purposing of brownfields, feasibility of re-purposed hydro-water power. Rob Holzman, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Vanderbilt House

**Table 2-1: Executive Steering Committee Meetings**

<b>Date</b>	<b>Meeting Purpose and Attendees</b>	<b>Location</b>
08/26/15	Review of Study Step II progress, framework plan, and Artisan Plaza Elm St. gateway design concept with Mayor of Philmont and Village Trustees. Discussion of priority sites and village govt. capacity to implement Draft Revitalization Plan going forward to apply for BOA Step III assistance. Discussion of BOA program and guidelines. Lisa Nagle, Rob Holzman, Larry Ostrander, Barbara Sagal, Brian Johnson, Doug Cropper, Rob Fitzsimmons, Esq.	Philmont Village Office
09/14/15	Review of meeting with Village Board. Review of design for brochure announcing Local Provider Workshops and Study progress. Project teams for moving forward as an addition to brochure. Brochure approved. Review of Committee “in-kind” hours providing grant match of 10% combined with Clerk, village attorney time. Discussion of grants administration and process with Village Office for accounts and payments processing. Rob Holzman, Barbara Sagal, Sally Baker, Jean Giblette, Chris Reed, Christine Vanderlan.	Vanderbilt House
09/21/15	Identify& Discuss Policy & Project Recommendations. Review of CT Male report Summit Lake survey.	Vanderbilt House
10/19/15	Review of Local Provider Workshop - Linking Past & Future: Historic Interpretation – Mathew Kierstead of Milestone Heritage Consulting held on 10/17/15. Discussion of Priority Site #1 Community Center and waterfront programming, capital improvements, and re-purpose of land use for natural playground creating link to Priority Site #2 Elm St, Canal St., and gateway.	Vanderbilt House
11/02/2015	Review of Local Provider Workshop – Micro-hydro held 10/24/15 community input and recommendations. Discussion and review of Framework plan, the design concept plan for Community Center and waterfront Site #1, and concept plan for Site #2 Canal Street. Rob Holzman, Rachel Bowers, Barbara Sagal, Sally Baker, Tom Paino, Christine Vanderlan.	Vanderbilt House

**Table 2-1: Executive Steering Committee Meetings**

Date	Meeting Purpose and Attendees	Location
12/14/2015	Review summary findings of community input and recommendations resulting from #2 Open House held on 11/18/15 in Village Hall. Review of community comments on Study Goals and Recommendations for Draft Revitalization Plan. Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Vanderbilt House
02/01/16	Discussion with Local Provider Workshop – Greg Swanzey, City of Kingston BOA Step 11 and Step III. Rob Holzman, Larry Ostrander, Barbara Sagal, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan, Bob Macfarlan, Micheal Johnston, Mark Rowntree, Kippy Weigelt, Caty Cashen, Bob Mansfield.	Vanderbilt House
03/11/16	Review and comments of Micro-hydro feasibility special report. Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Tom Paino, Chris Reed, Christine Vanderlan.	Email communications
03/21/16	Review and comments of special study natural water filtration system for Summit Lake and Summit Lake Water Quality Improvement Analysis Report. Rob Holzman, Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Tom Paino, Chris Reed, Christine Vanderlan.	Email communications
03/25/16	Review and comments of Ulster County Soil and Water Summit Lake Watershed Assessment. Rob Holzman, Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Tom Paino, Chris Reed, Christine Vanderlan.	Email communications
04/01/16	Review and comments of Summary Findings for Summit Lake and Its Watershed report. Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Tom Paino, Chris Reed, Christine Vanderlan.	Email communications
10/21/16	Discussion to condense Step II Study reports for Summit Lake into one Summary report. Discussion of Draft Plan. Rob Holzman, Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Tom Paino, Chris Reed, Christine Vanderlan.	Karen Garafalo Cultural Center
10/24/16	Draft Step II Nomination review and edits. Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Tom Paino, Chris Reed, Christine Vanderlan.	Email communications

**Table 2-1: Executive Steering Committee Meetings**

Date	Meeting Purpose and Attendees	Location
03/13/17	Review of Draft v.1 Step II Nomination by seven members of P-CAN Action Group. Mark Rowntree, Julia Sedlock, Debra Gitterman, Carolyn Stern, Elinor Pine, Tim Smith, Lee Gough.	Purpose Co-Working Space
04/20/2017	Discussion of DOS review comments. Sally Baker, Tom Paino, Christine Vanderlan.	Karen Garafalo Cultural Center
4/28/2017	Discussion of DOS and Committee review of Draft Study Step II. Larry Ostrander, Barbara Sagal, Sally Baker, Thomas Paino, Chris Reed, Christine Vanderlan.	Karen Garafalo Cultural Center
04/29/2017	Discussion following Local Provider Workshop – Summit Lake and Its Watershed: Restoration of Philmont’s Natural Legacy – presented by Behan Planning & Design. Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Village Hall
03/13/17	Review of Draft v.1 Step II Nomination by seven members of P-CAN Action Group. Mark Rowntree, Julia Sedlock, Debra Gitterman, Carolyn Stern, Elinor Pine, Tim Smith, Lee Gough.	Purpose Co-Working Space
04/20/2017	Discussion of DOS review comments. Sally Baker, Tom Paino, Christine Vanderlan.	Karen Garafalo Cultural Center
04/28/2017	Discussion of DOS and Committee review of Draft Study Step II. Larry Ostrander, Barbara Sagal, Sally Baker, Thomas Paino, Chris Reed, Christine Vanderlan.	Karen Garafalo Cultural Center
04/29/2017	Discussion following Local Provider Workshop – Summit Lake and Its Watershed: Restoration of Philmont’s Natural Legacy – presented by Behan Planning & Design. Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Village Hall
08/18/2017	Review and selection of strategic sites. Elan Planning, Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Christine Vanderlan.	Karen Garafalo Cultural Center
09/29/2017	Review of Vision, Goals, and Recommendations. Larry Ostrander, Barbara Sagal, Sally Baker, Jean Giblette, Thomas Paino, Chris Reed, Christine Vanderlan.	Karen Garafalo Cultural Center

**Table 2-1: Executive Steering Committee Meetings**

Date	Meeting Purpose and Attendees	Location
11/10- 12/21/17	Committee review & edits of re-draft Study Step II. Larry Ostrander, Barbara Sagal, Sally Baker, Thomas Paino, Chris Reed, Christine Vanderlan.	Email communications



## B. Engaging Partners

The initial goals discussed by the Executive Steering Committee, PBI, and Elan Planning clearly identified the largest challenges for engaging community participation lay with bringing together a changing village demographic, implementing outreach to members of the community who may not come to public meetings, and sustaining an economic development planning study process by fostering communication, introducing residents to various aspects of the project, creating village-wide ownership in the strategy, engaging State and County partners, and sustaining trust between the public, the Village of Philmont, and various regulatory agencies.

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:

### Traditional and Non-traditional Engagement Strategies

The techniques for creating a community-driven and informed study included both traditional and non-traditional engagement tactics.

Combined, these strategies collectively produced community participation outcomes well surpassing the previously designed Community Participation Plan goals. The success of the revitalization vision, goals, and recommendations is dependent on community engagement early and often.

A field trip led by PBI on Summit Lake was attended by 20+ people in canoes, kayaks and rowboats to take a close look at existing conditions. Guided by Rensselaer Polytechnic Institute (RPI) Professor Bopp participants consisted of Philmont residents including three Village Trustees, two civil engineers, two senior landscape architects, stonemasons, business owners, and several children who gained an intimate experience of the environmental challenges of Philmont's post-industrial treasures including large manufacturing mills, hidden hydro watercourse artifacts, remnants of the Harlem Rail Line Trestle, and a growing delta at the easterly end of the lake.

Most importantly the study set out to reach a larger audience to not only solicit feedback but to also garner excitement to engage the study recommendations. The public was not only invited to participate through traditional community presentations but also through consistent digital outreach and non-conventional outreach implemented by PBI - such as leading a field trip on Summit Lake, engaging regular customers and tourists at the Philmont Farmers Market with a permanent display of the study framework and concept drawings, widely distributing packages of a progress brochure to all local businesses to make available to community members, a consistent publication of outreach posters displayed in village storefronts and neighboring communities, displaying study concept design boards and maps at every meeting PBI held in 2016 with key stakeholders, local and state agencies, and private foundations engaged with the PBI organization for ongoing village revitalization projects.

4 open houses

6 workshops

336 participants

38 stations

682 comments

**Table 2-2: Public Engagement Activities**

Event	Actions
1. Summit Lake Field Trip October 12, 2012	Engage with village elected officials, residents, and business owners – Study Champions & Steering
2. Focus Group Meetings January 13, 2015	Engage with local and regional stakeholders and organizations – Future Potential Partners
3. Community Visioning Open House February 24, 2015	Engaging community members to develop the study goals related to Historic & Cultural Resources, Nature & Recreation, Housing & Neighborhoods, and Business & Economic Development. Future Task Force Members
4. Economic and Market Trends Analysis June 8, 2015	Engage local and regional community members for input on initial market analysis findings, demographics, employment, and lifestyle sector potential. - Gathering community feedback

**Table 2-2: Public Engagement Activities**

Event	Actions
5. Three Local Provider Workshops October 17, 24, & November 7, 2015	Providing the opportunity for in-depth presentations on key topics of community interest resulting from Visioning Open House, including micro-hydro feasibility, historic preservation and tourism, restoration of Summit Lake. - Presenters as Future Partners
6. Final Community Open House 18 November, 2015	Exhibition of study findings, concept framework, maps, design concept drawings, and gathering community comments to refine the study goals and recommendations - Study supporters
7. Final Local Provider Workshops April 29, June 10 & 24, 2016	In-depth workshops and presentations supporting study recommendations for the restoration of Summit Lake and watershed, and Housing and Neighborhood Development - Future partners & Implementation planning teams

### Focus Group Meetings & Interviews

Working with the Executive Steering Committee and PBI, the Elan Team identified several individuals in the community and region that have been or will likely be involved with redevelopment within the Study Area. These included public and private sector individuals such as land owners, owners of study area businesses, neighborhood groups, etc. PBI facilitated an extensive invitation process to these meetings requiring an RSVP. On January 13, 2015 members of the Elan Team facilitated the series of Focus Groups and one-on-one interviews. Elan Team members included Economic Transformations Group representing the Economic and Market Trends Analysis study component.

Focus Groups topics included: Housing, Existing Businesses/Economic Development, Community Organizations, and Recreation & Environment. In total, 36 local and regional interests participated in these focus group meetings and interviews. All meetings were held at the Philmont Library in the Karen Garafalo Cultural Center.

Consistent community outreach offered opportunities to engage in the conversation to rethink economic development by becoming an active participant

**Table 2-3: Focus Group Meetings and Interviews Attendees**

Attendee	Organization and/or Business
Karen Garafalo	Director, Philmont Public Library
John Lee	Chair, Claverack ED Council
Michael and Nancy Myersmythe	Owners/Operators, McNan's Variety Foods
Elizabeth Angello	Owner, Main Street Public House and President of the Philmont Market Cafe Co-op
Josephine Proul	Owner/ Chef, Local III Restaurant

**Table 2-3: Focus Group Meetings and Interviews Attendees**

<b>Attendee</b>	<b>Organization and/or Business</b>
Abby Laufer	Board Member, Philmont Market Cafe Co-op
Bob Mansfield	Owner, Vanderbilt Hotel
Matt Herman	Owner, Main Street Public House
Michael Lapoint	Administrator, socialself.org
Nathaniel Williams	Co-Director, Free Columbia
Karen Davala	Davala Real Estate (Main St storefront)
Tina Sharp	Exec. Director, Columbia Opportunities (Philmont office/Head Start and Weatherization programs.)
Stanley Koloski	Philmont Code Enforcement Officer
Joe Haley	Landowner, farmer, Landlord
Michelle Rosien	Law Guardian, Landlord
Steve Benson	Philmont Zoning Board of Appeals
Kate Martino	Co-founder PBI, Landlord
Rain Whittaker	Board, Philmont Public Library
Laura Summer	Co-Director, Free Columbia
Kim Keil	Valley Oil
Faith Benson	Secretary, Philmont Public Library Board & member Co-op Collaboration Team
Sheri Bolevice	Co-op member, & member Co-op Collaboration Team
Claudia Vispo	Hawthorne Farmscape Ecology
Lenny Collins	Harlem Valley Rail Trail Association
Sebastian McCabe	PBI Philmont Farmers Market
Ken Flood	Commissioner Columbia County Economic Development, & Ex. Director, Columbia Economic Development Corp
David Colby	President, Columbia County Chamber
Cathy Zises	Landowner, farmer
Tom Taylor	Designer, assistant to Eleanor Ambros owner of, Summit Mill, Empire House, Harder Mansion
John Delconti	Planning student, Amherst College

## Visioning Workshop

The Visioning Workshop was held after a detailed understanding of the Study Area 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 the Elan Planning team were on hand for the entire day, helping guide participants through the various stations set up around the room. The open house had 75 participants who visited the 18 different stations. Stations were organized by Study topic, including Brownfield, Abandoned, and Vacant Sites, Strategic Sites in the Study Area, Parks and Open Space, Historically significant structures, Natural Resources and Environmental Features, and Economic and Market Trends data. These stations were specifically aimed at gathering community input to inform the vision and goals related to 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.



**The success of the revitalization Vision, Goals, and Recommendations is dependent on community engagement early and often.**

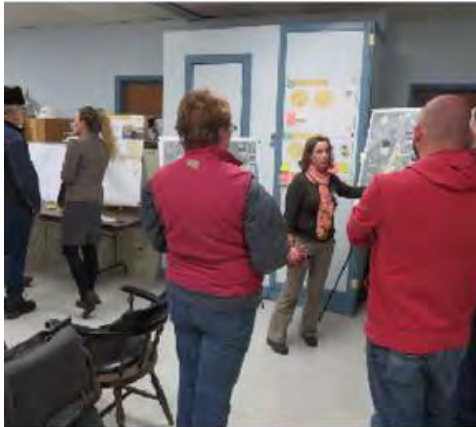
## Mini-Focus Group Meetings

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 emerging concepts and ideas with a small group of 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 group meetings were held at the Philmont Community Center on Lakeview Drive.

## 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 recommended projects for the Study Area outlined in The Remaking of the Philmont Waterfront. Representatives from the Elan Planning team were on hand for the entire day, helping guide participants through the 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 (Summit Lake), a plan graphic for the Community Center and playground park, 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 business & economic development.

The final two stations asked if there were any thoughts or ideas that the Elan Planning Team and Executive Steering Committee hadn't captured 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.



Photo: Elan Planning, Design & Landscape Architecture

## Local Provider Workshops

Organized by PBI, the strategy for the Local Provider Workshops was aimed at providing in-depth presentations by consultant Guest Speakers, including a substantial Q&A for the community to increase their understanding of existing conditions in the Study Area, how these conditions provide opportunities for re-purposing existing structures and selected sites, and knowledge of NYS resources available to assist with implementing a plan for revitalization.

These resources included information about the use of historic tax-credits, technical assistance aimed at increasing capacity of local government, and engaging project partners, agencies, and potential funding for implementation projects.

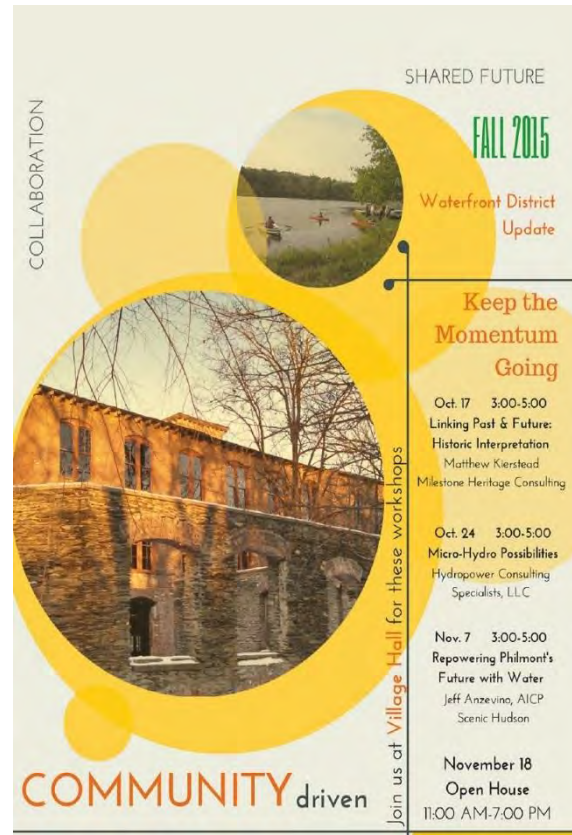
The series of presentations highlighted Philmont's industrial history as a vibrant mill village, its use of water as a power source, the future possibilities of harnessing micro-hydro technology, how waterfront development can play an important role in community revitalization, and how effective zoning can assist with planning for housing, parks, and neighborhood development.

Each workshop had a broad representation of about 30-50 participants, including high attendance by professionals, business owners, local organizations, and residents, and took place at either the Village Hall of the Philmont Public Library (Cultural Center) on several Saturday afternoons from 3:00 to 5:00 in the fall of 2015 and the spring of 2017.

Several of the workshops provided case studies of other communities designated as Brownfield Opportunity Designated Areas, and in particular how the BOA Nomination process has assisted the City of Poughkeepsie, City of Kingston, the Walkway Over the Hudson, and City of Hudson develop and re-purpose their waterfronts.

Local Provider Workshops held:

- Matthew Kierstead of Milestone Heritage Consulting presented *Linking Past & Future: Historic Interpretation* rediscovering Philmont's industrial history of harnessing water power. Matt Kierstead is an industrial historian and recognized authority on the cultural role of industrial heritage, including the revitalization of historic mills, and cleanup of the mining and quarrying industries in the



Northeast. He presented on Philmont's historic mills and re-purposing mills and waterways of Summit Lake and Agawamuck Creek, and the positive impact of interpretive trails relating to Philmont's hidden historic watercourse artifacts.

- Outcomes: The Q&A demonstrated several attendees were encouraged by Matthew Kierstead to recognize the imperative for protecting the remaining three of the seven original mills in the village, an existing HVR freight station located in Mellenville, and the remains of the waterway and handmade shunts as key elements for an overall historical interpretation identified in the BOA study as a Recommendation.
- Celeste Fay of Hydropower Consulting Specialists presented *Micro-Hydro Possibilities*. Celeste Fay, principal engineer and environmental protection and mitigation specialist, was one of ten influential women recognized in 2014 by the PennWell's Hydro Group as having unique talents and vision making significant contributions for the use of micro-hydro in the US. Hydropower Consulting produced the micro-hydro assessment of Summit Lake Dam and waterways of the historic canals and holding ponds in Philmont for the Step II BOA Nomination.
- Jeff Anzevino of Scenic Hudson presented *Repowering Philmont's Future with Water*. Based on the beautifully illustrated Scenic Hudson book, *Revitalizing Hudson Riverfronts: Illustrated Conservation & Development Strategies for Creating Healthy, Prosperous Communities*, this presentation showed how communities in upstate New York are working to enhance and preserve the unique qualities of their waterfronts, and how revitalization of Summit Lake and its historic mills can stimulate the village economy, connect people to the waterfront, protect the environment, and offer redevelopment potential for Philmont.

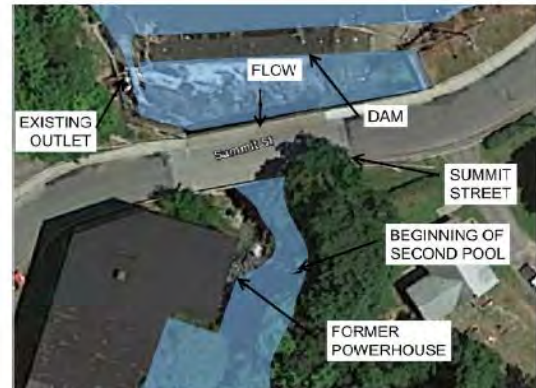


Figure 10. Site overview.

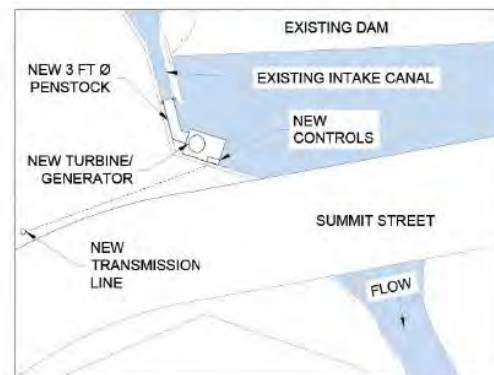
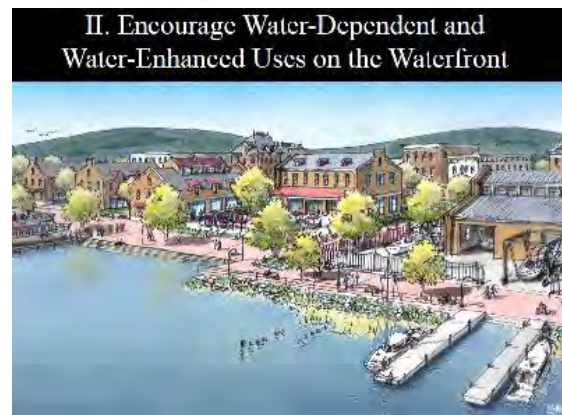
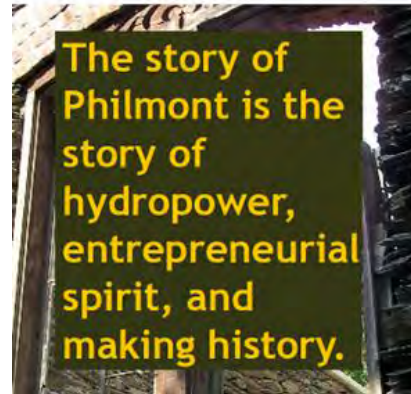


Figure 11. Option 1 plan view.



**Outcomes:** - Several of the attendees remarked the presentation managed to connect the dots to the planning process involved with the BOA study and the need to evaluate existing conditions to aid a strategy for revitalization of the hydro potential in the village. Several of the attendees were professional engineers who were interested in the availability of the proposed assessment with the view of becoming involved in one of the four BOA task teams identified as Recommendations.

- Gregg Swanzey of the City of Kingston, presented *The City of Kingston's Waterfront BOA and moving from Step I to Step II*, providing an extensive Q&A session to assist the Executive Steering Committee and community members to increase capacity and knowledge of how the BOA program can assist revitalization.
- John Behan of Behan Planning presented *Summit Lake and Its Watershed: Restoration of Philmont's Legacy* presenting a summary of six reports and surveys of existing conditions of Summit Lake and recommendations for restoration of this natural resource.
- Mark Rowntree and Julia Sedlock of Cosmo Design Factory presented *Learning from Philmont: Observe, Collect and Invent the Future of Housing* providing an interactive workshop in preparation for writing a housing plan and making recommendations for updating existing zoning for the BOA Study area.



### Learning from Philmont:

Observe, collect & invent the future of village housing

A free two-part community discussion and workshop to brainstorm innovative community design and affordable housing strategies for Philmont that enhance the existing potentials of the village in ways that are relevant, desirable and inclusive to all members of the community.

#### Part 1 Saturday, June 10 10am-1pm

- \* Self-guided walking tour of Philmont
- \* Discussion of Philmont zoning possibilities and potentials
- \* Mapping & storytelling exercises

#### Part 2 Saturday, June 24 10am-1pm

- \* Elan Planning presents "Recreational Spaces & Housing"
- \* Discuss connections to The Making of Philmont Waterfront plan
- \* Architectural model-making exercise to invent housing prototypes

**LOCATION:** Philmont Public Library (Cultural Center)

**REGISTER TO PARTICIPATE:** [info@pbinc.org](mailto:info@pbinc.org)



Partners: Philmont Beautification, Inc., Elan Planning, Design & Landscape Architecture, Cosmo Design Factory, Village of Philmont  
Funding for this project was provided by the 2014 Housing Us initiative, a fund of the Berkshire Taconic Community Foundation, and by the New York State Department of State Brownfield Opportunity Area program.

**Outcomes** - "From Le Corbusier's multi story housing - Unite d'Habitation to Denise Scott Brown's contextual analysis – Learning from Las Vegas, much ground was covered by Julia Sedlock's and Mark Rowntree's June 10th presentation and workshop on Philmont's built environment. Despite the wide geographical coverage the salient references to what makes affordable housing successful and the diversity of architectural messages resulting in a richly textured community of buildings certainly hit home when considering the huge potential presented by a revitalization of the Philmont community."

Tom Paino – Steering Committee member

**Table 2-4: Public Engagement Progress for Recommendations Buy-In**

Event	Actions
1. Nomination Review September 2016 – January 2017	Review of the Nomination draft by a new action group, Philmont Community Action Neighbors as an outcrop of a co-working space for young professionals located on Main St. – Potential Project Partners
2. Housing & Neighborhood Development	A series of four housing workshops aimed at creating an affordable housing plan and community team put into motion by PBI to further the BOA Step II Study analysis and the Draft Revitalization Plan goals for the Neighborhoods and Development recommendations. These workshops were funded by The Berkshire Taconic Community Foundation Housing Us Initiative matched with Local Provider Workshop budget funds leveraging NYSDOS BOA program funding. – Future Potential Partners
3. Historic & Cultural Resources	The formation of a community-based housing team committed to producing a PBI housing plan aimed at preserving historic housing stock for equitable access 1st time home ownership for working families and individuals. - Future Task Force Members
4. Nature & Recreation	A community-based initiative by three Philmont residents who are architects preparing an application and recommendation to the Village of Philmont to take the “Climate Smart Communities Pledge” - Future Potential Partners
5. Nature & Recreation	Set up of an online Listserv, “PhilmontNeighbors”, primarily aimed at supporting the advancement of the Draft Revitalization Plan recommendations, BOA Study and the restoration of Summit Lake. -Future Task Force Members
6. Business and Economic Development	Community-based initiative to form a Merchant Business Association. - Study supporters
7. Advancing to Nomination Step 3	Continuation of PBI Community Conversations aimed at revitalization project selections by community members. - Potential Partners

### Project Website

A web link was created on the Philmont Beautification, Inc. website to post draft documents, fact sheets, meeting notices, summary meeting notes, additional resources, and useful documents. The Executive Steering Committee and the Elan Team prepared and provided materials to PBI as updates to the website on a regular basis throughout plan development including draft documents for public review as they became available.

<http://pbinc.org/summit>

### **Media/Press Releases**

Philmont Beautification, Inc. contacted local newspapers to advertise meetings and/or status of the plan to the community. PBI also provided press releases and regular newsletters through its website and coordination with regional news reporting entities.



# Analysis of the Proposed Brownfield Opportunity Area

3

## Introduction

This section provides an in-depth and thorough description and analysis of existing conditions, opportunities, and reuse potential for properties located in the Summit Lake and Its Watercourse BOA, with an emphasis on the identification and reuse potential of strategic sites that were identified by the community as catalysts for revitalization. The information gathered here establishes the foundation to develop specific and realistic recommendations found at the end of this section.

### Chapter Contents

- A.** Community and Regional Setting
- B.** Inventory and Analysis
- C.** Economic and Market Trends Analysis
- D.** Summary Analysis and Recommendations

Information was gathered from various existing data sources. In some cases, the information was used to reveal trends occurring within the community. In other cases, the information helped to reveal areas of needed attention and unique opportunities to build on and/or advance. With this information, community residents were surveyed through community open house events, focus groups, one-on-one interviews, and local provider workshops. Community responses about current and future needs were then considered with professional interpretations of information to establish standards, projects, and policy recommendations in Section 4.

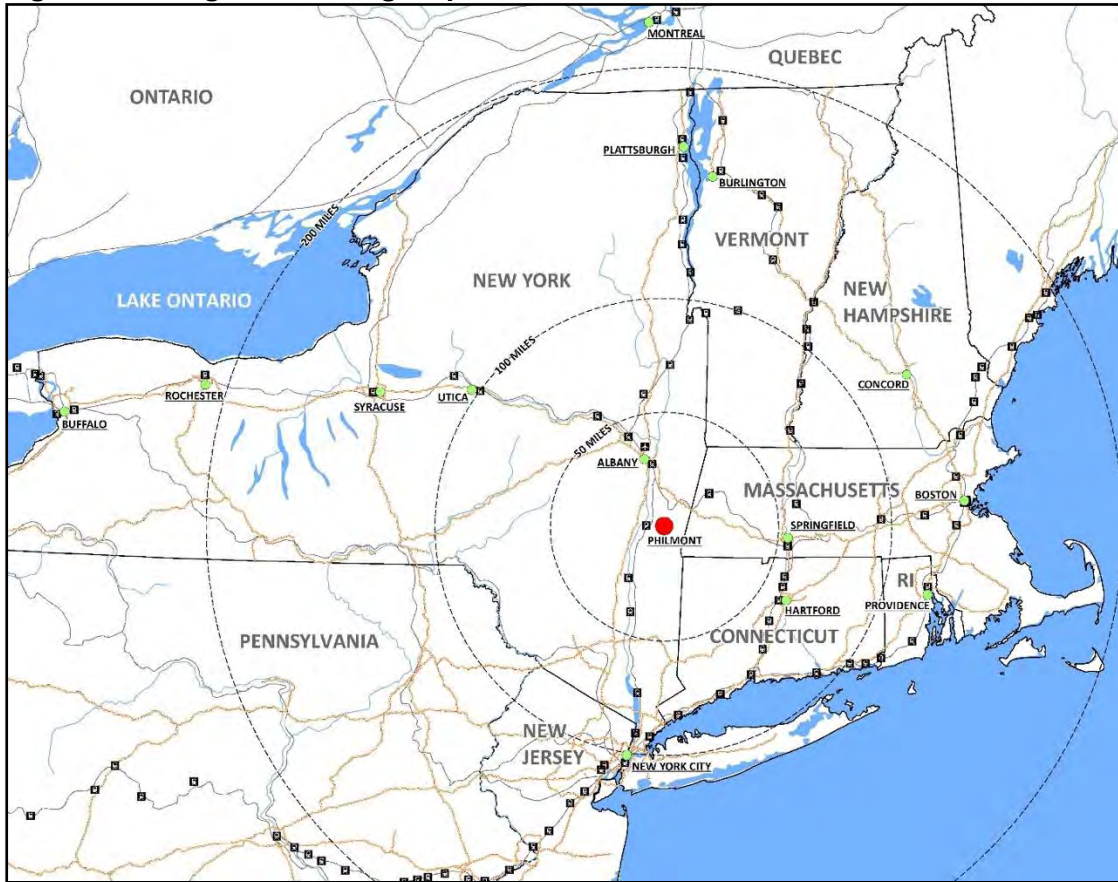
## A. Community and Regional Setting

### Regional Setting

The Village of Philmont, located at the center of Columbia County, is a small community covering approximately 1.25 square miles. According to 2016 estimates, the Village's population is just under 1,300 residents. The Village is strategically located two and a half hours north of New York City, three hours west of Boston, and approximately a half hour drive from Albany and Poughkeepsie. The Taconic State Parkway, which is located less than a mile and a half to the east of the Village, provides connection to I-90, I-84, and the New York City metro area. Following the Route 217 corridor allows travelers to access the City of Hudson, an important population center providing a variety of retail and entertainment venues as well as high quality health care at Columbia Memorial Hospital. Hudson's revitalization over the past 20 years has made the City a destination. According to GoToHudson.net, Hudson is "buzzing with all the ingredients of a city many times its size. With its diverse and creative people, world class retail and dining and a happening art and music scene, visitors are coming to Hudson in record numbers to explore, experience art and architecture, shop, eat and linger.

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 15-minute drive into Philmont.

**Figure 3-A: Regional Setting Map**



**Table 3-1: Distance to Regional Communities**

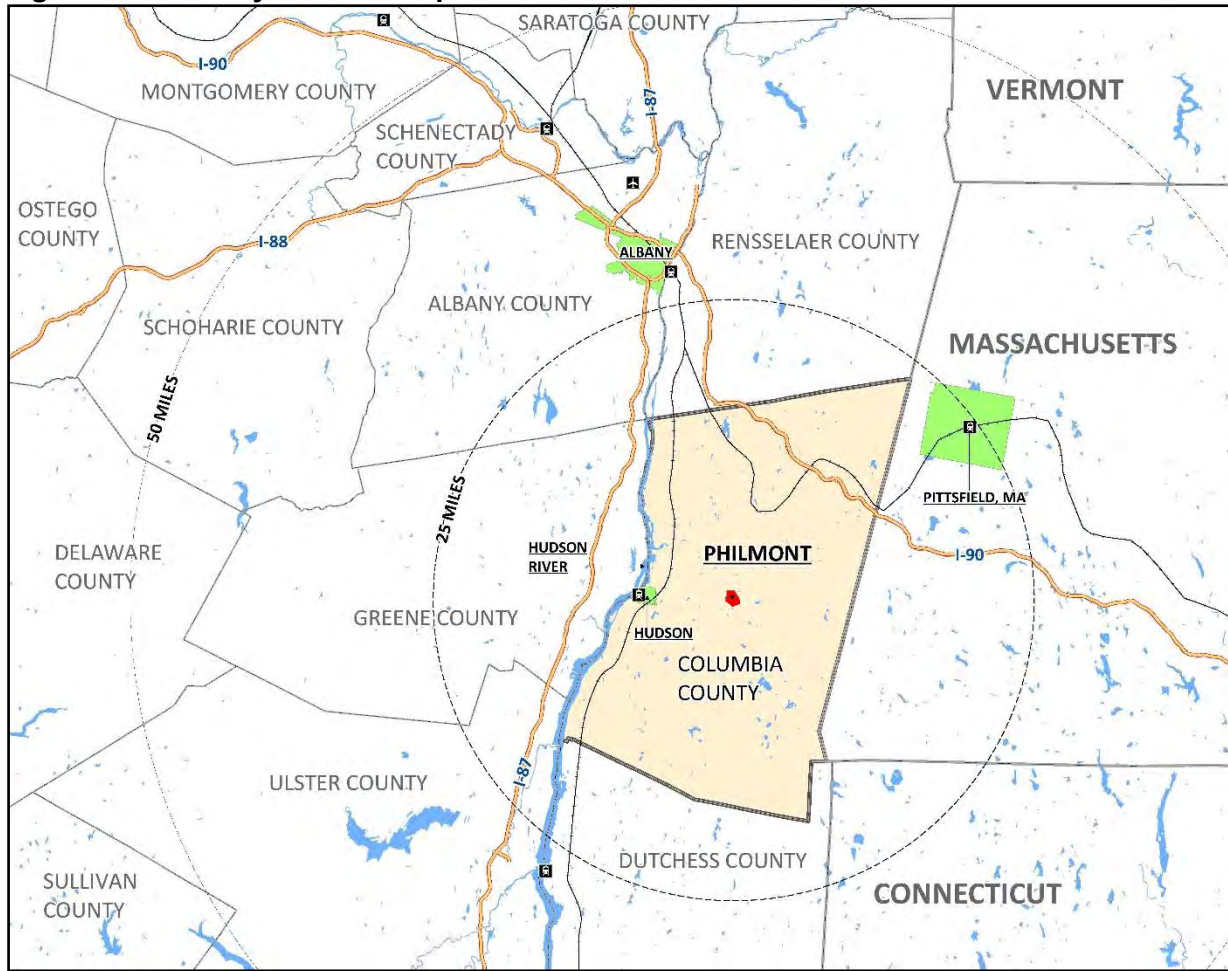
From Philmont to:	Distance (in miles)	Travel Time (estimate)
Hudson	9	20 minutes
Albany	40	45 minutes
Schenectady	56	1 hour
Poughkeepsie	49	1 hour
Manhattan	118	2 hours 20 minutes
Pittsfield, MA	34	50 minutes
Springfield, MA	78	1 hour 20 minutes
Hartford, CT	105	1 hour 45 minutes

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 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.

### Community Setting

The Village of Philmont is nestled in the heart of Columbia County, which borders Dutchess, Ulster, Greene, Albany, and Rensselaer Counties as well as the State of Massachusetts. The closest major urban population center of Albany is approximately 40 minutes away via the Taconic State Parkway. The village is about nine miles away from the City of Hudson located along the west border of Columbia County with a population of over 6,700. Hudson is the largest City in the County.

**Figure 3-B: County Context Map**



Today Philmont is in the midst creating its own new ecosystem of economic opportunity within which people can meet, exchange ideas, develop innovations, and create businesses together. Many new residents are being drawn to Philmont, particularly from downstate, because Philmont is increasingly being recognized as an exciting, vibrant place where “something in the air” captures the attention of outstanding talent. Much of what is happening today in Philmont is a result of a ten year consistent engagement of community members coming together as pro-active participants in village renewal activities.

Much has been realized as entrepreneurs have recognized both the beauty and economic potential of the area, opportunities that are often difficult for small governments to anticipate. The role here for Philmont’s municipal leadership is to recognize these emerging opportunities and to the make public sector investments that will continue to attract willing investors.

Summit Lake and Its Watercourse BOA study area was largely defined because many of the properties, such as those within downtown, the Summit Mill, and Summit Lake itself, all hold the potential or

significantly influence the continued renewal of Philmont as a meaningful contributor to the regional economy and quality of life.

Despite the seemingly negative impacts associated with the area's brownfield sites and dormant properties where potential and/or perceived brownfield contamination has impacted re-investment residents see potential for new commercial, retail, educational and residential uses all within walking distance to Summit Lake and the High Falls Conservation Area. With tenacity and patience, this strategy will position Philmont to use its remnants of history and build a future grounded in the principles of sustainability and collaboration.

Implementation of this project will have numerous positive gains for the Village of Philmont: it sets a foundation to grow the 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, capitalize on local trends emerging in alternative health care and revival of 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.

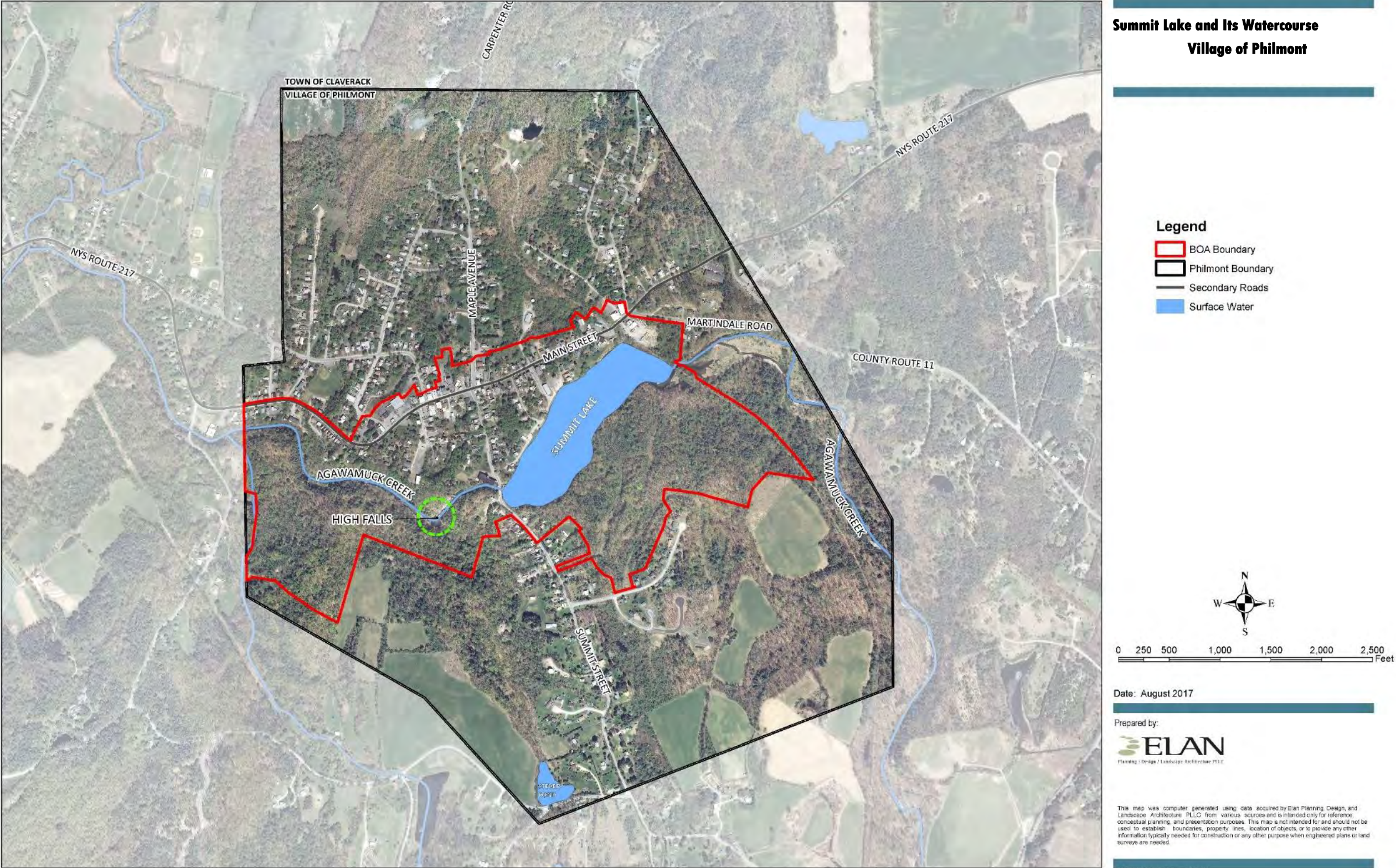
Some of the physical legacies of Philmont's old industries remain, but some buildings have sunk into disrepair and vacancy. Those remaining are important elements to Philmont's future growth and bring the type of unique authenticity being sought by many investors throughout the nation. To better understand the strengths of the BOA study area, and how to address the barriers to its growth, the Village has outlined this strategy to identify the most economically significant clusters in the Village, details the challenges they face, and propose a series of recommendations for how these can be overcome. This strategy also recognizes its presence in a fast-moving global stage, facing constant competition in its efforts to strengthen the local economy and quality of place. Philmont is serious about boosting its place in the region, and recognizes that the recommendations outlined here need to be implemented for continued evolution as a sustainable community of choice. Doing so will further unlock the potential to attract more entrepreneurs and home-owners, and ultimately bring significant benefits to the wider regional economy.

Summit Mill, located at the southwestern end of Summit Lake, is an important local example of later 19th century industrial architecture. Its current owner is investing resources to preserve the building's legacy. The building holds the potential to attract a variety of mixed-use opportunities, including events, a health space, or space for a variety of artisan, craft workers, and similar independent workers that sell products on sites like Etsy, Quirky, and raise seed capital on Kickstarter.

The Canal Street Mill area includes one of the Village's most strategically-located properties because it is largely owned by the Village. Here, remnants of the historic sluices and shunts that once powered the mills of Philmont are still visible for unique public interpretation while new construction can provide high-quality professional office space and commercial opportunities. Less than 500 feet north of this area is Downtown Philmont, which has numerous storefront opportunities for small, locally-owned shops and restaurants.

Figure 3-C found on the following page highlights the BOA study area boundary within the context of the Village of Philmont.

Figure 3-C: Village Context



## B. Inventory and Analysis

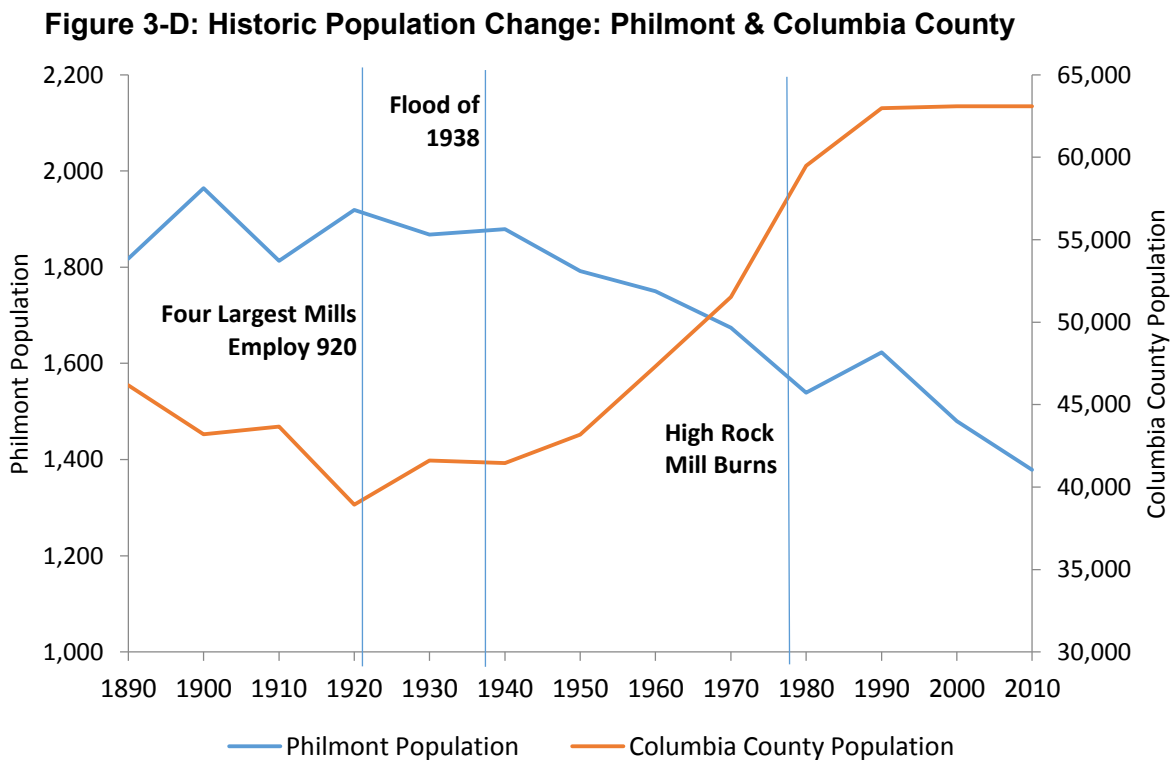
### Demographic Profile

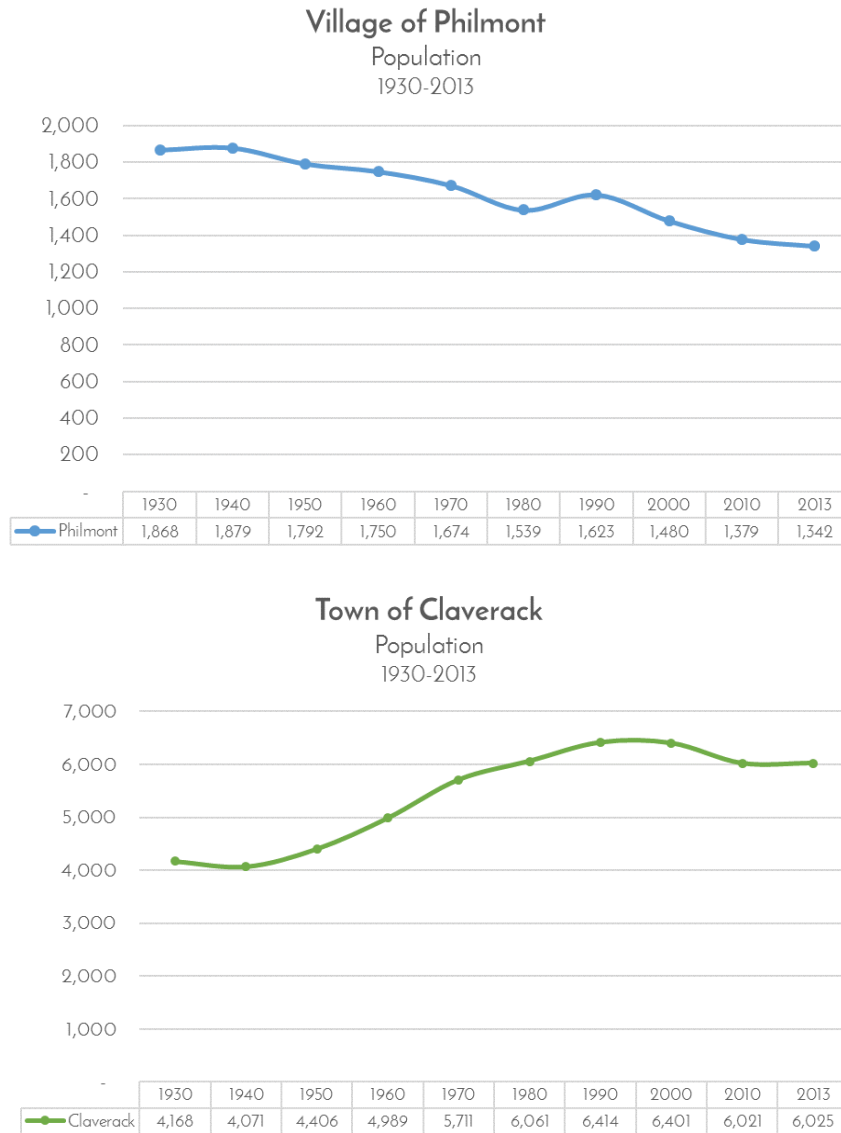
Observing Philmont's demographic trends in relation to the surrounding region show that the village has a younger, less wealthy and less educated population than its neighbors. Despite those challenges, Philmont has a rising median income, affordable housing, a wealth of historic buildings and growing 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.

### Population Change

The Village of Philmont has experienced a steady loss of population since the 1940's, with the exception of a 5.5% population increase in the 1980's. The largest recorded population was 1,964 in 1900. 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. Figure 3-D shows the historic population trends of the village and county.

In 2015, most recent year of available data, the Village's population was 1,373 - a 26 percent decrease from the 1940 population of 1,868.



**Figure 3-E: Population Growth Comparison: Philmont & Claverack**

The Town of Claverack's population growth has more closely mirrored that of Columbia County compared to the Village of Philmont, as shown in Figure 3-E. Despite the overall population decline in the village, a demographic 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.

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).

### Income

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. Table 3-2 summarizes the income differences between Philmont, Claverack, and Columbia County.

**Table 3-2: Income Characteristics**

Income Measure	Philmont	Claverack	Columbia County
Median Household Income	\$39,821	\$50,023	\$56,445
Mean Household Income	\$56,660	\$80,114	\$79,555
Per Capita Income	\$23,009	\$33,807	\$32,934

### Age

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. Table 3-3 details the age distribution in Philmont compared to Claverack and Columbia County.

**Table 3-3: Age Characteristics (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%	10.0%	8.3%
<b>Median Age</b>	<b>39.7</b>	<b>46.2</b>	<b>45.3</b>

Source: U.S. Census Bureau

### Housing

Philmont has approximately 654 housing units. More than half (51.1%) of Philmont's housing is 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.

**Table 3-4: Housing Occupancy (2010)**

Housing Occupancy	Philmont		Claverack	Columbia County
	No.	Pct.	Pct.	Pct.
<b>Total Housing Units</b>	<b>654</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Vacant Housing Units	88	13.5%	16.3%	21.0%
Occupied Housing Units	566	86.5%	83.7%	79.0%
Owner Occupied	277	48.9%	75.1%	71.6%
Renter Occupied	289	51.1%	24.9%	28.4%

Source: U.S. Census Bureau

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.

### Households

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.

**Table 3-5: Household Characteristics (2010)**

	Philmont	Claverack	Columbia County
<b>Total Households</b>	<b>566</b>	<b>2,478</b>	<b>25,906</b>
Family Households	62.2%	62.6%	63.4%
Non-Family Households	37.8%	37.4%	36.6%
<b>Family Households</b>	<b>352</b>	<b>1,551</b>	<b>16,418</b>
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%
<b>Household Living Alone</b>	<b>183</b>	<b>768</b>	<b>7,452</b>
Male	37.7%	43.2%	46.6%
Greater than 65	13.1%	15%	14.7%
Female	62.3%	56.8%	53.4%
Greater than 65	35.5%	33.5%	28.0%

*Source: U.S. Census Bureau*

### Education

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.

**Table 3-6: Educational Attainment (2010)**

Educational Attainment	Philmont	Claverack	Columbia County
Less than 9 <sup>th</sup> grade	4.2%	3.9%	3.0%
9 <sup>th</sup> to 12 <sup>th</sup> 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%	18.1%	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%

### Demographic Profile Key Takeaways

Philmont's population growth has not been keeping pace with the Town of Claverack or Columbia County, which suggests that new housing, employment opportunities, and/or quality of life improvements may be needed and appropriate for the BOA. A recent influx of professionals has helped start revitalization momentum and is an opportunity to capitalize on within the BOA. Relatively low

incomes in the village suggest that new housing and retail development may be challenging as businesses and developers may prefer relatively more affluent places. For business growth, that indicates a need to “grow from within” by support existing businesses (including agri-businesses) and entrepreneurs. New housing development may require public subsidy, or attracting new, more affluent households to live in the Village and BOA.

The relatively younger population found in Philmont compared to Claverack or Columbia County means that future uses in the BOA should account for the preferences of younger age-cohorts such as millennials. For example, this generation has shown a greater tendency to live in rental housing units that are within walking distances of restaurant, shops, entertainment, and parks and open space amenities.

The village’s population is generally less educated than surrounding communities, creating a challenge to attracting new businesses, while stressing the potential need for continuing education and workforce training opportunities. Educational attainment levels indicate that trade-related programs may be especially successful, such as carpentry, masonry, culinary, and other skilled trades.

## Existing Land Use and Zoning

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Zoning and land use patterns in the BOA help provide an understanding and framework for the planning of future uses in the study area. Future uses proposed in the BOA should complement rather than conflict with existing patterns. Zoning, the primary control mechanism of future uses, is critical to understanding how existing regulations are likely to shape future development and whether those regulations are in line with the desired outcomes and recommendations in this study.

### *Land Use*

Land use provides the critical foundation upon which many physical recommendations are based. The BOA’s existing land use patterns are illustrated on the map found in Figure 3-G. The land use table (Table 3-7) indicates that in total number of parcels, residential development is the dominate land use in the BOA, representing 106 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 BOA: there are 39 commercial properties, just shy of 8% of the district’s acreage, Community Service and Public Service combine for ten parcels, or approximately 20% of the district’s acreage.

**Table 3-7: BOA Land Use (2010)**

Land Use	RPS Code	Number of Parcels	Percent of Total Parcels	Total Acres	Percent of Total Acres
Summit Lake		1	0.5%	24.8	12.4%
Agriculture	100-199	0	0%	0	0%
Residential	200-299	106	58%	43.0	19.39%
Vacant	300-399	23	13%	99.8	51.25%
Commercial	400-499	39	20.5%	16.7	7.8%
Recreation	500-599	4	2.2%	2.0	1.0%
Community Service	600-699	10	5.4%	14.8	7.4%
Industrial	700-799	1	0.5%	1.3	0.1%
Public Service	800-899	1	0.5%	0.15	12.4%
Conservation	900-9999	0	0%	0	0%
		185	100%	199.5	100%

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

Source: Columbia County

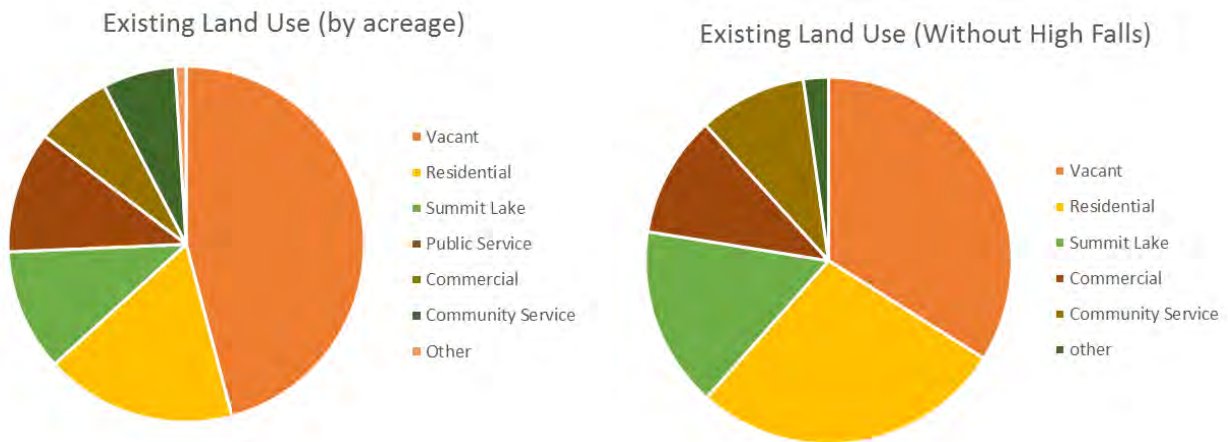
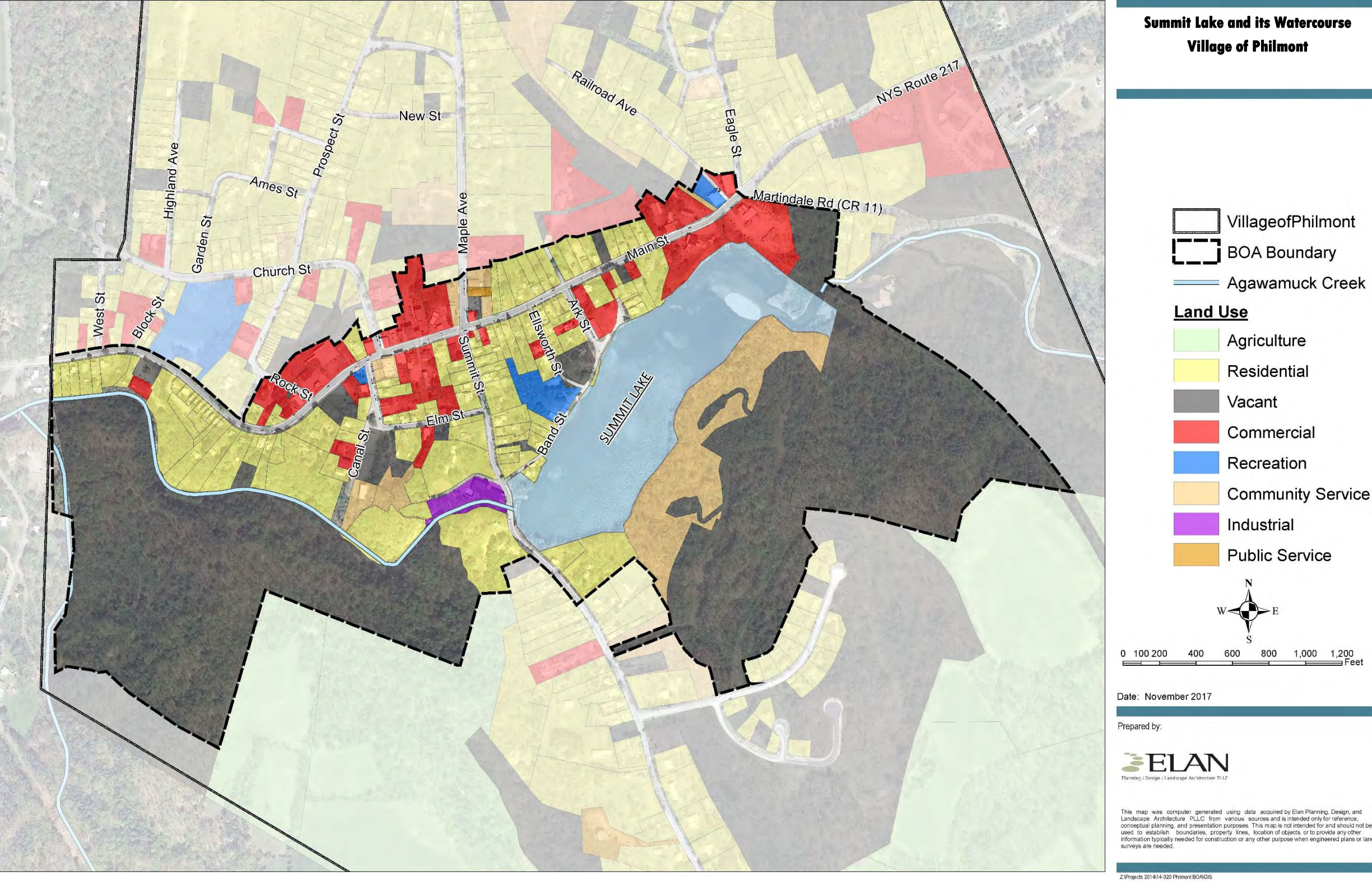
**Figure 3-F: BOA Land Use Composition – With and Without High Falls**

Figure 3-G: Land Use Map



The most significant land uses in the BOA by acreage are discussed in further detail below:

■ **Vacant (100 acres):**

High Falls Conservation Area, classified as “Vacant,” is approximately 47 acres or 24% of the BOA area. When that total is removed from the “Vacant” classification, the “Vacant” category remains the largest portion of land by acreage in the BOA area. However, when High Falls is removed from the calculation, “Vacant” land only accounts for approximately 53 acres or 27% of the total rather than 100 acres or over 50% of the BOA area. These 53 acres include a large New York State - owned woodland area located southeast of Summit Lake, and a woodland lot owned by the Village that borders the southeast shoreline of the lake. A privately owned vacant woodland lot lies between these properties. Other miscellaneous vacant lots are shown in Figure 3-G. So, while the percent of total acres suggests that vacant lands could play a vital role in redevelopment within the BOA, further analysis suggests that these lands have relatively limited redevelopment potential due to public ownership and natural constraints.



*High Falls Conservation Area represents a significant portion of the “Vacant” Classified land.*

■ **Residential (43 acres):**

There are 106 residential properties in the BOA totaling a combined 43 acres. The majority of these properties are single-family detached homes. The housing units in the BOA represent a significant share of the Village’s total housing stock. The presence and distribution of housing in the BOA means that planning for future uses should include ensuring that uses are compatible with existing residential neighborhoods, or if not, effectively buffered from them.



*Single-family housing in the BOA on Main Street*

■ **Public Service & Community Service (14 acres combined):**

Combined, Public Service and Community Service make up about 7% of the total acreage within the BOA. According to the NYS property type classification codes, Public Service land uses include uses such as water treatment facilities and water, such as Summit Lake. Accordingly, Summit Lake is classified as Public Service. Community Service classifications include uses such as libraries, schools, churches, government, and homes for the aged. The BOA includes Village Hall, a church, the Philmont Public Library, and property at the end of Canal Street as Public and Community Service. This property at the end of Canal Street is adjacent to a



*An example of a “Community Service” land use in the BOA.*

property classified as Vacant. This area is also largely owned by the Village, making it one of the most important redevelopment opportunities within the BOA.

■ Commercial (17 acres):

Commercial land uses are an important part of the community tax base. The BOA has 36 parcels that cover just over 15 acres within the BOA. Most of these properties are located along the Main Street corridor. A meaningful role that the public sector can play for these properties to be successful is to provide a well-maintained, pedestrian-friendly public right of way, such as sidewalks, lighting, street trees, benches, trash receptacles and appropriate wayfinding signage.



*Most of the commercial properties in the BOA are along the Main Street corridor shown above.*

■ Other

As illustrated in the Land Use Map, the Summit Mill is the only property classified as Industrial within the study area. This site is a key redevelopment parcel and is further reviewed in the Building Inventory and Strategic Sites sections. Note that parks fall into the 'Recreation' land use classification, with the exception of High Falls Recreation Area that is classified as 'Vacant.'



*Summit Mill is the only property classified as industrial within the study area.*

Land Use Key Takeaways:

While the land use analysis revealed that a significant portion of the BOA is vacant land, the result is misleading as a significant portion of the "vacant" land is represented by the High Falls Conservation Area and other publicly owned lands that are not developable. Other areas identified as vacant have development constraints, discussed separately, that limit the amount of actual developable vacant space. This indicates that new development in the BOA may need to be strategically located and infill/reuse site opportunities prioritized.

Overall, it is critical to recognize that the BOA contains the commercial core of the Village of Philmont. Planning activities in the BOA should seek to help support existing businesses on Main Street and provide strong connections from the BOA to the Main Street area. Existing residential uses in the BOA is important to factor into planning for future development to ensure that uses are compatible and complementary to residential uses such as community amenities and quality of life enhancements.

## Zoning

Philmont's Zoning Ordinance divides the entirety of the Village into eleven zoning districts. Nine of these districts are included within the BOA boundaries as shown in Table 3-8, ranked by acreage in the BOA:

**Table 3-8: BOA Existing Zoning**

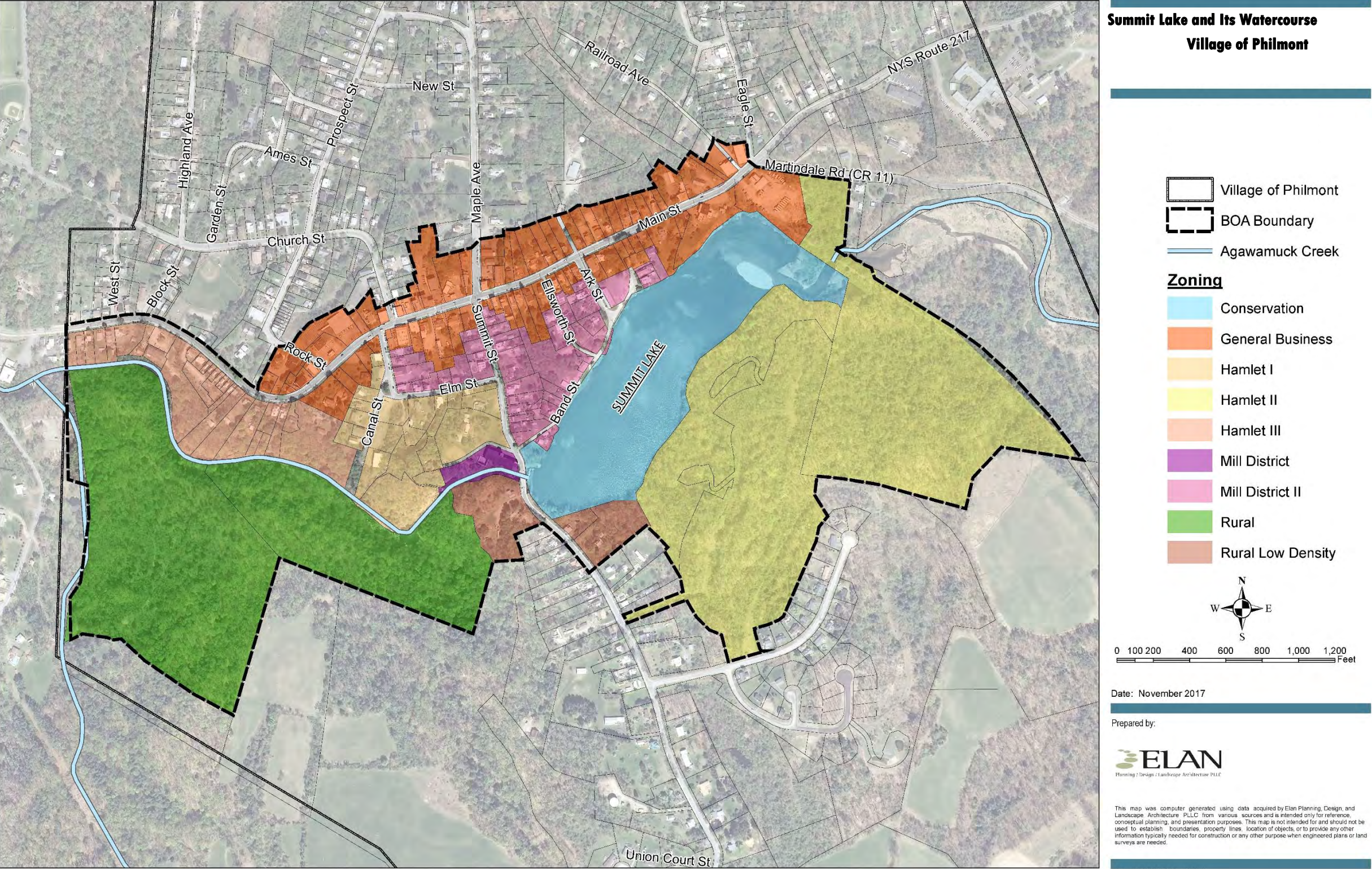
Zoning Category	Acres	Parcels	Percent of Total Acres
Hamlet II	58.3	3	30.0%
Rural	47.6	2	24.1%
Conservation	24.8	1	12.6%
General Business	26.5	79	13.4%
Hamlet III	12.2	28	6.1%
Mill District II	10.8	48	5.5%
Hamlet I	10.5	21	5.3%
Rural Low Density	5.6	3	2.8%
Mill District	1.3	1	0.7%

The majority of properties within the BOA (30%) are zoned Hamlet II, which is the largest district based on total acreage but includes only three parcels. These parcels are generally located on the steep sloped areas on the east/southeast side of Summit Lake and have limited development potential.

In terms of total parcels, the General Business District incorporates 79 parcels, which includes the majority of the Main Street corridor. Combined, Hamlet III (28) and Mill District II (48) incorporate 76 properties. Many of the Mill District II properties are found at the core of the BOA, one parcel south of Main Street. Hamlet III is located at the western gateway into the BOA on the south side of Main Street.

The existing zoning map is provided in Figure 3-H on the following page with more detailed descriptions of the individual zoning categories following.

Figure 3-H: Zoning Map



Each zoning district provides specific regulations for the types of uses allowed, as follows (text excerpted from Philmont's zoning code):

- Conservation (C) District – contains areas of environmental concern that are deemed to be of special quality and protected. Limited use of this area may be allowed. Representative uses include: outdoor recreation, agriculture.
- General Business (GB) District – Largely developed. Should changes occur, ideally there should be a planned concept with a site plan and architectural style that respects the character of the Village of Philmont. Representative uses include: accessory apartment, bar, office for business or professional use, residential.
- Hamlet I (H-1) District – encompasses a typical village housing area. Lot sizes tend to be approximately one-third acre in size. This pattern should be maintained. Representative uses in the Hamlet I District include: outdoor recreation, single-family, two-family.
- Hamlet II (H-II) District – encompasses a similar typical village housing area where lot sizes tend to be approximately ½ acre in size. Representative uses: outdoor recreation, single-family, two-family.
- Mill District (M) District – contains areas of unique and historical structural concern that are deemed to be of special quality and protected. Use of this area is aimed at allowing future commercial use of the property consistent with the character of the Village. Representative uses: accessory apartment, accessory structure, indoor theater, office for business or professional use, multi-family residential, retail establishments.
- Mill District II (M-II) District – a mixed-use commercial and residential area. It contains areas of unique historical structural concern that are deemed to be of a special quality and consistent with the character of the Village. Use of this area is aimed at future low-impact commercial uses of the property that respect the residential quality of the area and encourage walkability. Such uses should utilize low-impact lighting, have low impact on traffic and low noise impacts as well as utilize existing structures. Such uses should not pose an unreasonable fire hazard. Businesses that bring artisans of the area to the attention of consumers are especially encouraged. Representative uses: accessory apartment, outdoor recreation, single-family residential, two-family residential, retail establishments.
- Rural (R) District – a variety of low-density uses: woodlands, agricultural, wetlands and residential uses. The intent is for the character to be maintained. Representative uses: accessory structure, agriculture, boarding stables, outdoor recreation, single-family residential.
- Rural Low Density (RLD) District – encompasses a transitional area between low density and a traditional village housing area. Lot sizes tend to be one acre in size. This pattern should be maintained. Representative uses: accessory structure, agriculture, outdoor recreation, single-family residential.

#### Zoning Key Takeaways:

The existing land use and zoning regulations for the study area should be reviewed to ensure support for the types of uses proposed in the Nomination.

## Brownfield, Abandoned and Vacant Sites

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### Overview

Brownfield, abandoned, underutilized and vacant sites can have negative impacts on surrounding land values while also creating public safety concerns. A key objective of the NYS Brownfield Opportunity Areas program is to make brownfield, abandoned, underutilized and vacant sites productive and attractive so that the surrounding area becomes more desirable. Revitalizing contaminated land (brownfields) requires analysis of the costs and benefits of remediation, as bringing brownfields back into productive use can be a costly process. These costs should be weighed against the health benefits of remediation as well as the economic development benefits, not only of the site, but also the positive impacts to the surrounding area.

### Methodology

The Steering Committee identified potential brownfield, abandoned, underutilized and vacant sites located within the study area. Field research led to the identification of four areas within the BOA that were defined by a collection of the property types that were adjacent or within close proximity. The sites were then evaluated for the likelihood of environmental limitations. The purpose was to identify possible physical limitations to the redevelopment of the sites based on reality or perceptions.

After these areas were determined, then each site within the area was evaluated to determine historic uses and environmental status.<sup>1</sup> Facility and site information, maintained at both the state and federal level, was reviewed to determine preliminary site conditions.

### Brownfield Sites

Information was obtained from four main sources including: NYS DEC Spill Incident Database; NYS DEC Remedial Site Database; NYS DEC Bulk Storage Database; and US EPA Envirofacts Database. A visual site assessment was conducted for each property identified through preliminary site review to gain a better understanding of the types of activities taking place on each property.

- NYS DEC Spill Incidents

A review of the NYS DEC Spill Incidents database, which includes chemical and petroleum spill data from January 1, 1978 to present day, revealed no reported spills within the study area. A cursory review of the entire BOA can only go back one year. Anything beyond one year requires specific addresses. All of the properties within each of the four areas were researched as were sites identified in the Envirofacts database. A review of the NYS DEC Spill Incidents Database revealed no reported spills within the BOA.

- NYS DEC Remedial Site Database

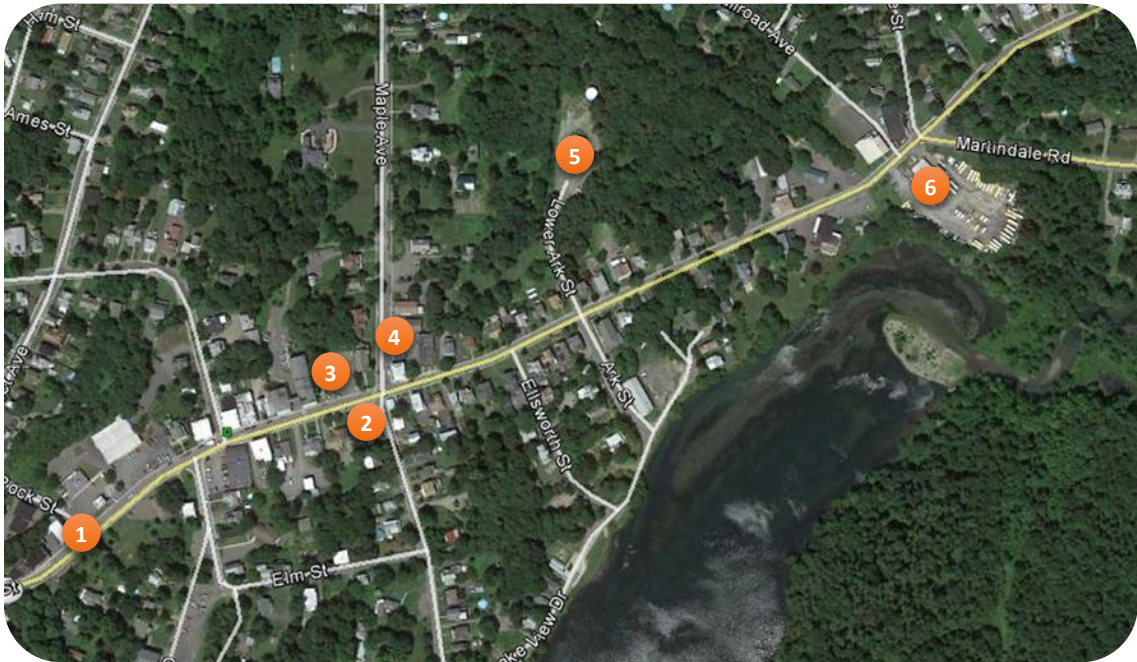
This database contains records of the sites which have been remediated or are being managed under one of DER's remedial programs (i.e., State Superfund, Brownfield Cleanup, etc.). All sites listed on the "Registry of Inactive Hazardous Waste Disposal Sites in New York State" are included in this database. The Database also includes the "Registry of Institutional and Engineering Controls in New York State". The database includes information from January 1, 1978 through present, updated nightly. The same criteria were used as above for the spill

incidents. The review found one site known as the Moran Site, which is listed in the State Superfund Program. No specific address was given for the site, although it has been determined through conversations with municipal officials that the property is not located within the BOA.

■ **NYS DEC Bulk Storage Database**

This database contains information on all Bulk Storage Facilities within New York State including petroleum bulk storage, chemical bulk storage, and major oil storage facilities. Facilities are classified by the volume of substance stored on-site. The database identified ten properties in Philmont, several of which are located within the BOA boundary. A map of sites in the BOA listed in the Bulk Storage Database is shown in Figure 3-1.

**Figure 3-1: Map of Bulk Storage Facility Sites in BOA**



**Table 3-9: Bulk Storage Facility Sites in BOA**

Map ID#	Site Number	Facility Name	Address	Facility Status
1	4-037095	Cumberland Farms	76 Main St.	Active
2	4-065927	Schermerhorns Garage	111 Main St.	Unregulated/Closed
3	4-142069	Stewart's Shops #222	116 Main St.	Unregulated/Closed
4	4-601270	Verizon New York Inc.	3 Maple Ave.	Active
5	4-484938	Montague Oil Co. Inc.	Lower Ark St.	Active
6	4-600893	Michael S. Johnston, LLC	165 Main St.	Active

- US EPA Envirofacts Database

Information contained within this database is used to identify whether or not a facility is certified to handle hazardous waste. The EPA utilizes specific testing methods to determine whether or not material is hazardous. The database lists four properties in Philmont, three of which are located within the BOA. These three properties were also identified above in the NYS DEC Bulk Storage Database. These properties include:

**Table 3-10: Envirofacts Sites in BOA**

FRS ID#	Property	Regulatory Program(s)	Industry
110008049655	Cumberland Farms	RCRA (inactive)	Gas station
110064382252	Family Dollar Store	RCRA (active)	General Merchandise Store
110004464794	Schermerhorns Garage	RCRA (inactive)	No description found

### *Abandoned & Vacant Sites*

Abandoned and vacant sites were identified through the strategic sites identification process, discussed in detail in the following section, “Strategic Sites.”

Note that the properties identified in this “Brownfield, Abandoned, and Vacant Sites” section are not necessarily “strategic sites” as additional levels of screening were applied to identify sites that are strategic from a planning and revitalization perspective, as discussed in the Strategic Sites section.

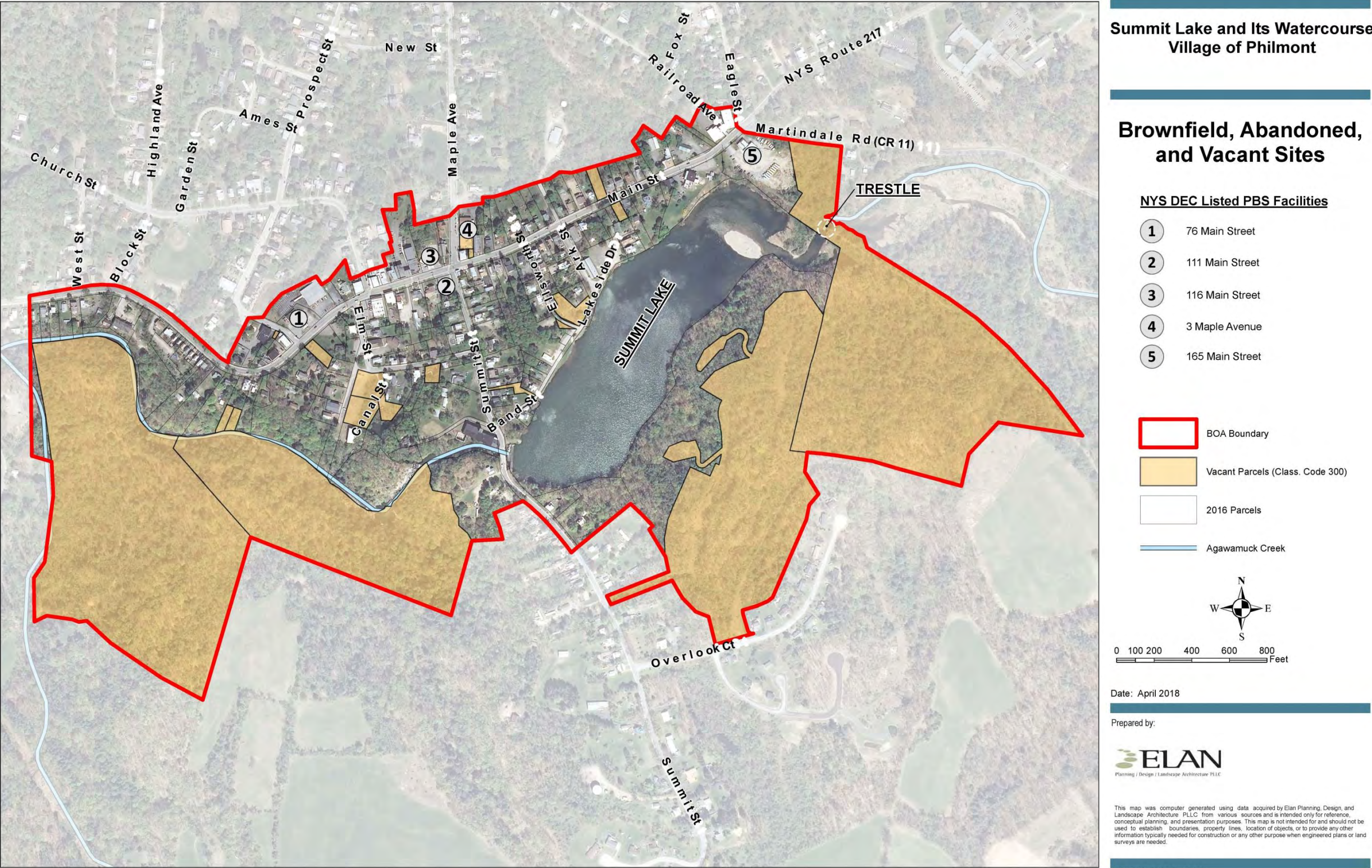
### *Key Takeaways: Brownfield, Abandoned, and Vacant Sites*

The BOA has tremendous opportunity for future investment. However, if any of the sites identified above were to be redeveloped, then additional investigation would likely be necessary. It is important to recognize that the intent of this investigation is to identify actions that would be recommended if site redevelopment or reuse becomes a feasible option in the future. The BOA is fortunate in that it does not have any properties that have been recognized for DEC spill incidents or remedial sites.

Sites listed in any of the NYS DEC or EPA databases often warrant further attention because of documented historic contamination, or because the nature of the facility is such that the potential for environmental contamination is increased. Three properties which will likely require further investigation due to existing operations if redevelopment were to occur:

- Montague Oil Co. Inc. – Bulk Storage facility
- Michael S. Johnson, LLC – Bulk Storage facility
- Family Dollar Store – RCRA (active)

Figure 3-Ja: Brownfield, Abandoned and Vacant Sites Map



## Strategic Sites

The BOA includes seventeen (17) sites which were identified as strategic by the Steering Committee. Potential strategic sites were scored by committee members on the following criteria:

- Vacant site
- Underutilized site
- Publicly-owned site
- Highly visible and valuable location
- Can it stimulate adjacent revitalization/investment
- Provide potential to increase social interaction
- Large enough to accommodate uses in vision and goals of the BOA
- Requires brownfield investigation or remediation

**Table 3-11: Strategic Sites**

Map ID	Parcel Name	Acres	Property Class	Ownership
1	Lakeside Drive; Summit Lake	24.8	822 - Water supply	Village of Philmont
2	Lakeside Drive; Community Center	1.5	591 - Playground	Village of Philmont
3	Lakeside Drive; Playground	0.06	591 - Playground	Village of Philmont
4	Canal Street; Aken Knitting Mill #3	0.88	651 - Highway gar	Village of Philmont
5	Elm Street Extension	0.49	330 - Vacant comm	Village of Philmont
6	Elm Street Extension	0.44	330 - Vacant comm	Village of Philmont
7	Canal St.-off	1.00	692 - Road/str/hwy	Village of Philmont
8	Summit Street; Summit Mill	1.00	710 - Manufacture	Eleanor Ambros Foundation Inc.
9	165 Main Street; Bus Depot	2.30	449 - Other storage	Michael S Johnston
10	Main Street; Former Rail Bed	0.04	692 - Road/str/hwy	Village of Philmont
11	Train Trestle (location only)	NA	NA	State of New York
12	56 Main Street; Former Hilltop Hotel	0.50	411 - Apartment	Faraz Khan
13	116 Main Street; Philmont Market and Café Coop	0.81	484 - 1 use sm bld	PBI, Inc.
14	11 Elm Street	0.40	465 - Prof. bldg.	MEKN Holding Corp
15	120 Main Street; Former Key Bank Building	0.08	461 - Bank	Key Bank /CoreLogic Comm Tax Serv
16	127 Main Street	0.44	220 - 2 Family res	Eric P Keyser
17	164 Main Street – Empire House	0.31	534 – Social org.	Eleanor Ambros

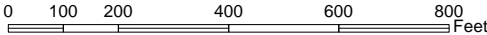
The sites identified in Table 3-11 all offer economic, environmental and community benefits to help realize the vision of the BOA. A map of the strategic sites is provided as Figure 3-Jb.

Summit Lake and Its Watercourse  
Village of Philmont

Strategic Sites Map

Legend

- Sub-Area 1: Lake
- Sub-Area 2: Canal St. Mill
- Sub-Area 3: Summit Mill
- Sub-Area 4: Bus Depot & Train Trestle
- Sub-Area 5: Downtown
- Linear Connector: Harlem Valley Rail Trail (proposed)
- BOA Boundary
- 2016 Parcels
- Agawamuck Creek



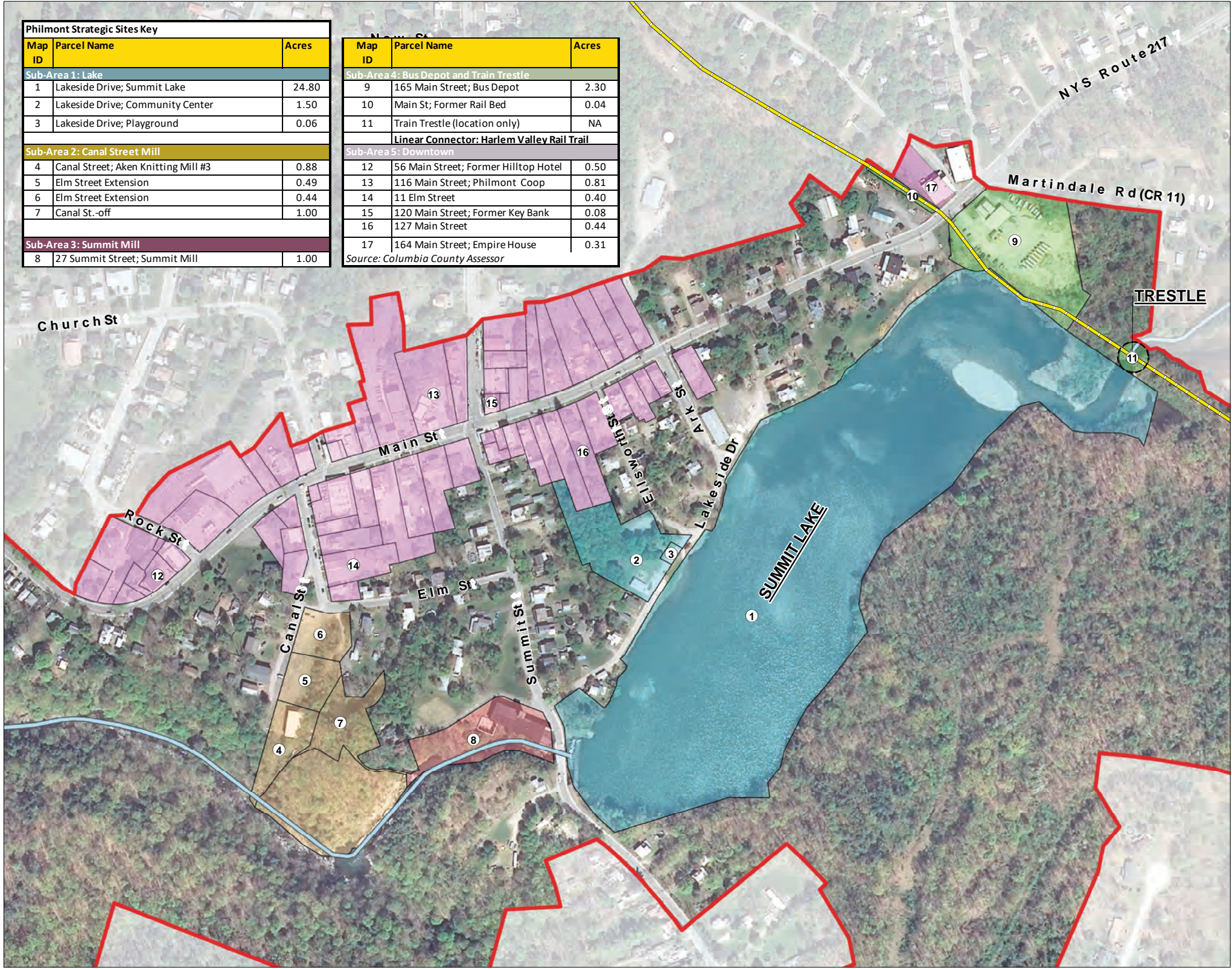
Date: January 2018

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.

Z:\Projects 2014\14-020 Philmont BOA\GIS



Philmont Strategic Sites Key		
Map ID	Parcel Name	Acres
Sub-Area 1: Lake		
1	Lakeside Drive; Summit Lake	24.80
2	Lakeside Drive; Community Center	1.50
3	Lakeside Drive; Playground	0.06
Sub-Area 2: Canal Street Mill		
4	Canal Street; Aken Knitting Mill #3	0.88
5	Elm Street Extension	0.49
6	Elm Street Extension	0.44
7	Canal St.-off	1.00
Sub-Area 3: Summit Mill		
8	27 Summit Street; Summit Mill	1.00

Map ID	Parcel Name	Acres
Sub-Area 4: Bus Depot and Train Trestle		
9	165 Main Street; Bus Depot	2.30
10	Main St; Former Rail Bed	0.04
11	Train Trestle (location only)	NA
Linear Connector: Harlem Valley Rail Trail		
Sub-Area 5: Downtown		
12	56 Main Street; Former Hilltop Hotel	0.50
13	116 Main Street; Philmont Coop	0.81
14	11 Elm Street	0.40
15	120 Main Street; Former Key Bank	0.08
16	127 Main Street	0.44
17	164 Main Street; Empire House	0.31

Source: Columbia County Assessor

### Key Takeaways: Strategic Sites

These strategic sites represent a broad cross section of uses, size, and reuse potential. The sites identified are distributed across the BOA and therefore have the potential to spur broad revitalization in the study area. They include several sites in the community's commercial core area of Main Street as well as larger sites outside of the core that may have industrial or larger commercial redevelopment potential. There are also potential opportunities created by clusters of strategic sites that are adjacent to one another. For example, several parcels in the "Canal St. Mill" area could potentially be assembled into a larger development site. There are also several sites adjacent or connected to Summit Lake that could help achieve recreation or environmental objectives. Overall, the size and range of current uses of the sites can help accommodate a variety of future development projects.

### Land Ownership Pattern

Land ownership is an important consideration when determining future uses within a Brownfield Opportunity Area. Properties that are classified as "public" are typically owned by a municipality or other public agency, while "private" lands are owned by one or more private entities. Public land, such as village-owned land, can be an opportunity because the Village has direct control. However, public land is often held for recreation and environmental purposes and is therefore not developable. Note that recreation enhancements on public lands can still be used to catalyze redevelopment in adjacent areas.

**Table 3-12: Land Ownership Patterns**

Ownership	Number of Parcels	Acreage	Pct. Of Acreage
Publicly Owned	14	67.3	36%
Tax Exempt	4	48.0	26%

### Key Takeaways: Land Ownership Patterns

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

- **Summit Lake:** the Lake is at the core of the BOA. Without the Lake, much of what we know today in Philmont would not be, including the Village's history.
- **Lakeshore Park:** located on the Summit Lake along Lakeside Drive, 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



Lakeshore Park

“pedestrian loop” connecting the Lake 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.
- **State land at the foot of the Lake:** This is the proposed location for the Harlem Valley Rail Trail.



*Philmont Public Library*

## Parks and Open Space

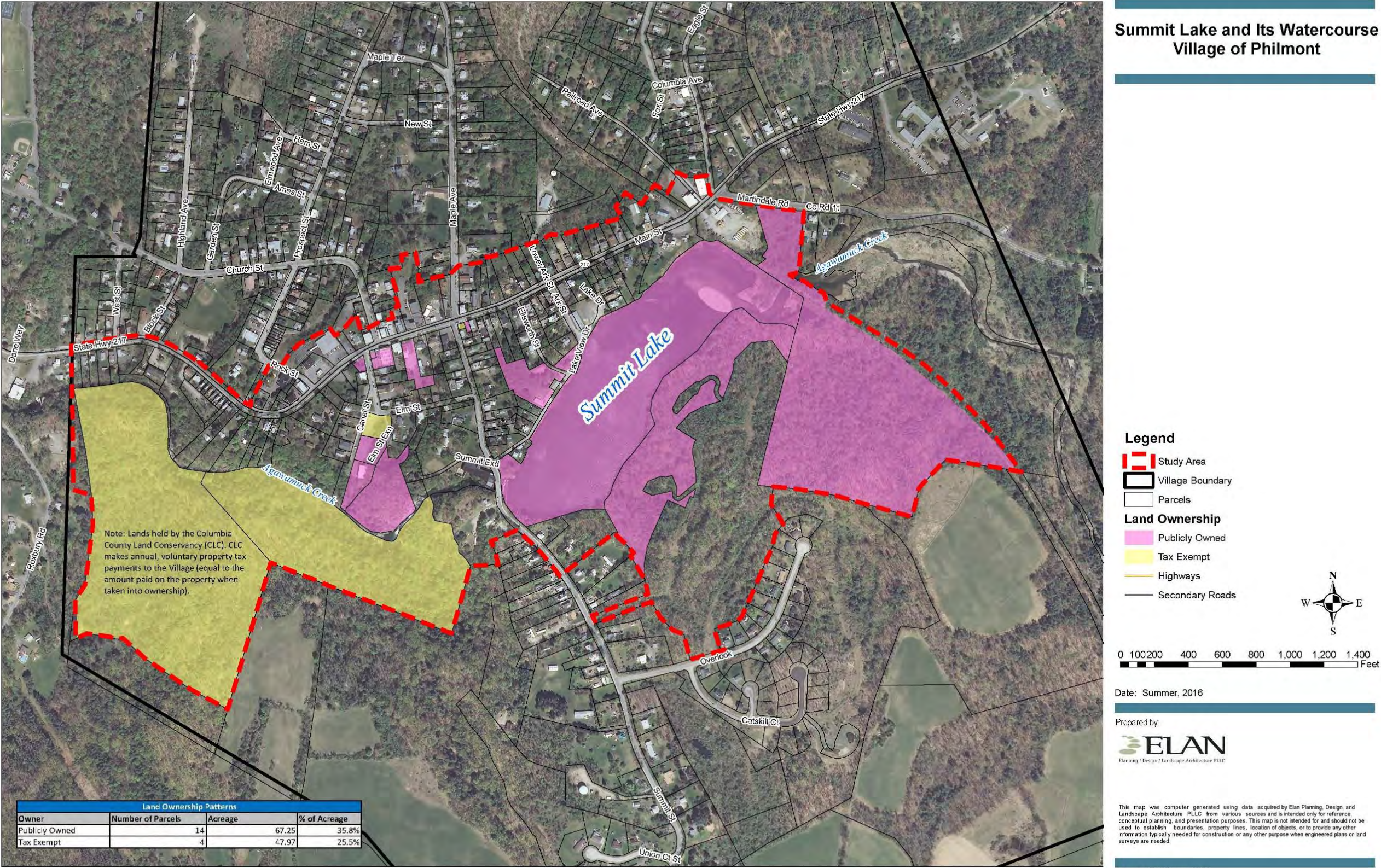
The study area is served by a waterfront park, a conservation area, recreation trails, water access points, and a community center that provide the public with open space opportunities, access to the water, recreational activities, and community services. As illustrated in Figure 3-L: Parks and Open Space Map, key recreation areas within the BOA include Lakeshore Park, the High Falls Conservation Area, the Harlem Valley Rail Trail, and Summit Lake.

**Lakeshore Park** - Located along Lakeside Drive, this municipally owned park provides residents and visitors visual and physical access to Summit Lake; one of Philmont’s greatest natural assets. Park amenities include playground equipment, a picnic pavilion, benches to sit and take in the view, access to fishing, and a recreation center. Lake Shore Park holds significant potential to become a community focal point and provide a connection to Summit Lake.



*Lakeshore Park*

Figure 3-K: BOA Land Ownership Map



- **The High Falls Conservation Area** - Located on the west side of the BOA, this 47-acre property 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.
- **The Harlem Valley Rail Trail** - is a paved rail trail on an abandoned portion of the New York and Harlem Railroad, north of the Metro-North Railroad Harlem Line terminus in Wassaic. The Harlem Valley Rail Trail is projected to come through the Village, entering the Village at the northeast end of the reservoir. Although a preferred route has not been determined for the Village, preliminary discussions do not bring the trail into the downtown core. To realize the full benefit of the trail, the Village ought to convene a group of residents to work with the Harlem Valley Rail Trail Association and the State Office of Parks, Recreation, and Historic Preservation.



*High Falls Conservation Area*



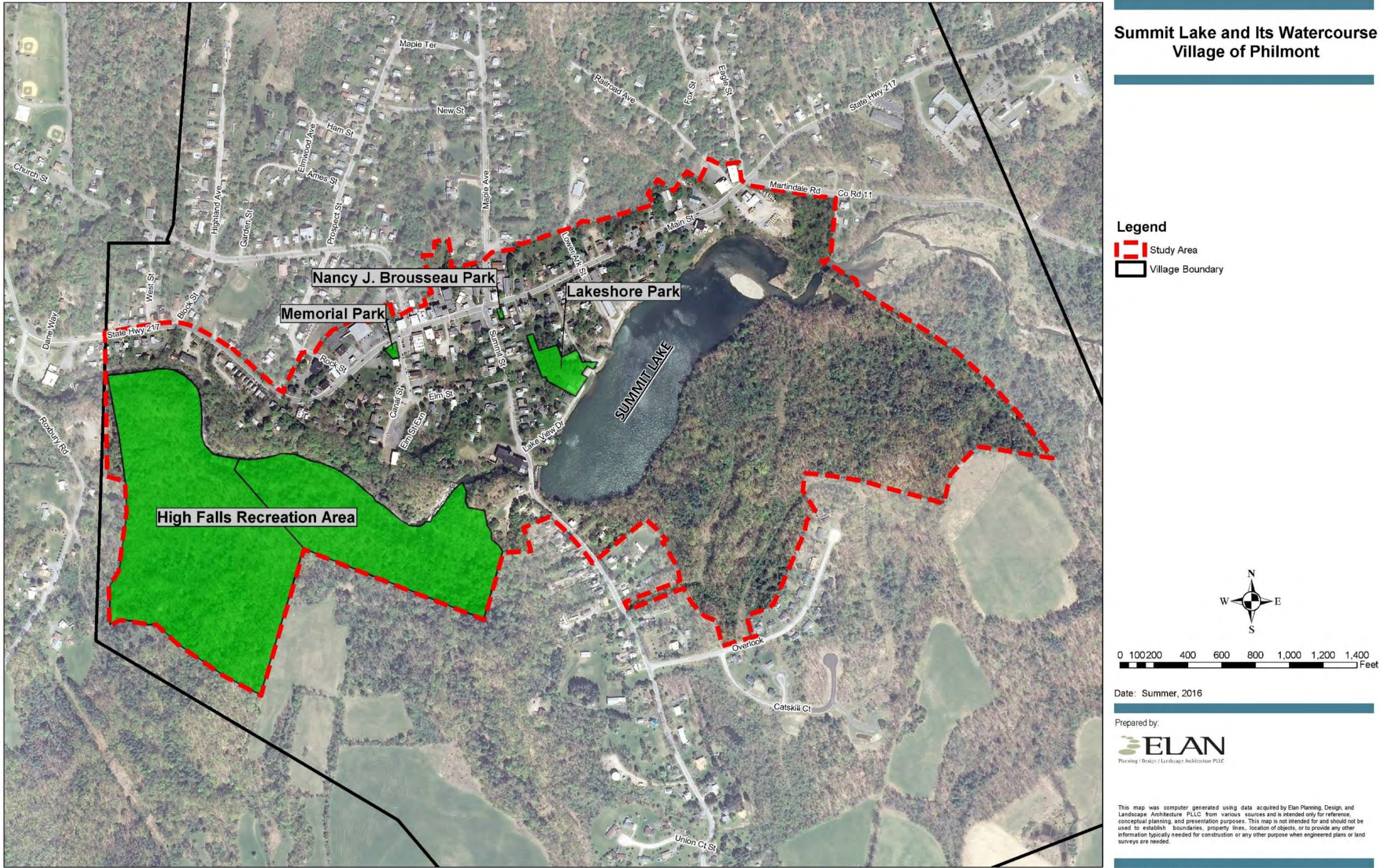
*Philmont Reservoir Railroad Bridge*

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.

### *Key Takeaways: Parks and Open Space*

Overall, the Village and the BOA have generally sufficient parks and open space to meet the needs of the current population. However; additional and/or improved parks, recreation, and open space amenities are likely needed to help attract additional private investment and to help increase the quality of life to continue to attract new residents and businesses. Another important takeaway is that there is a need and opportunity to enhance the connectivity to existing open spaces.

Figure 3-L: Map of Parks and Open Space



## Building Inventory

The building inventory documents the existing structures found on the strategic sites, as identified on Figure 3-J: BOA Strategic Sites Map. Strategic sites that do not have existing buildings are not included in the inventory below. The purpose of the inventory is to better understand the built environment in the BOA to help inform recommendations around reuse, redevelopment, and new development. Note that additional information on buildings can be found in the strategic sites profiles, attached as Appendix A.



<b>Site Name:</b>	Lakeside Drive; Community Center
<b>Strategic Site ID#:</b>	2
<b>Tax Number:</b>	113.13-2-17
<b>Condition:</b>	Fair
<b>Size (Gross Floor Area SF):</b>	480
<b>Number of Stories</b>	1
<b>Use:</b>	Playground



<b>Site Name:</b>	Canal Street; Aken Knitting Mill #3
<b>Strategic Site ID#:</b>	4
<b>Tax Number:</b>	113.13-1-57.200
<b>Condition:</b>	Fair
<b>Size (Gross Floor Area SF):</b>	6600
<b>Number of Stories</b>	2
<b>Use:</b>	Highway Garage



<b>Site Name:</b>	Summit Street; Summit Mill
<b>Strategic Site ID#:</b>	8
<b>Tax Number:</b>	113.13-1-54
<b>Condition:</b>	Poor
<b>Size (Gross Floor Area SF):</b>	32,664
<b>Number of Stories</b>	3
<b>Use:</b>	Row storage; Non-contrib



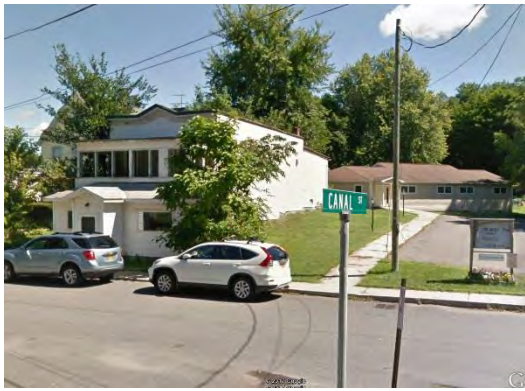
<b>Site Name:</b>	165 Main Street; Bus Depot
<b>Strategic Site ID#:</b>	9
<b>Tax Number:</b>	113.9-3-81
<b>Condition:</b>	Normal; Fair
<b>Size (Gross Floor Area SF):</b>	3,716
<b>Number of Stories</b>	1
<b>Use:</b>	Storage



<b>Site Name:</b>	56 Main Street; Former Hilltop Hotel
<b>Strategic Site ID#:</b>	12
<b>Tax Number:</b>	113.13-1-4
<b>Condition:</b>	Fair
<b>Size (Gross Floor Area SF):</b>	6,066
<b>Number of Stories</b>	3
<b>Use:</b>	Converted apts; storage



<b>Site Name:</b>	116 Main Street; Philmont Market and Café Coop
<b>Strategic Site ID#:</b>	13
<b>Tax Number:</b>	113.9-2-48
<b>Condition:</b>	Normal
<b>Size (Gross Floor Area SF):</b>	2,056
<b>Number of Stories</b>	1
<b>Use:</b>	Small food market



<b>Site Name:</b>	11 Elm Street
<b>Strategic Site ID#:</b>	14
<b>Tax Number:</b>	113.13-1-29
<b>Condition:</b>	Normal
<b>Size (Gross Floor Area SF):</b>	1,272
<b>Number of Stories</b>	1
<b>Use:</b>	Walk-up apartment; Professional office



<b>Site Name:</b>	120 Main Street; Former Key Bank Building
<b>Strategic Site ID#:</b>	15
<b>Tax Number:</b>	113.9-2-50
<b>Condition:</b>	Good
<b>Size (Gross Floor Area SF):</b>	1,452
<b>Number of Stories</b>	1
<b>Use:</b>	Branch bank



<b>Site Name:</b>	127 Main Street
<b>Strategic Site ID#:</b>	16
<b>Tax Number:</b>	113.13-2-8
<b>Condition:</b>	Normal
<b>Size (Gross Floor Area SF):</b>	2,600
<b>Number of Stories</b>	2
<b>Use:</b>	2 Family Residential



<b>Site Name:</b>	164 Main Street; Empire House
<b>Strategic Site ID#:</b>	17
<b>Tax Number:</b>	113.9-3-46
<b>Condition:</b>	Fair
<b>Size (Gross Floor Area SF):</b>	9,760
<b>Number of Stories</b>	3
<b>Use:</b>	Row storage; Non-contrib

Several of the buildings found on the strategic sites date to the late 19<sup>th</sup> century and while some were built or updated in the 1960s and 1970s, many are in less than “good” condition. Many of these buildings will likely need to be evaluated for their reuse potential and significant rehabilitation costs may be required for reuse. However, there are also a number of “normal” or “good” buildings that may be able to be reused without significant investment.

## Historic or Archeologically Significant Areas

Celebrating Philmont's history is a prevailing theme throughout the BOA. The BOA's built environment is a direct representation of Philmont's history and place. By stabilizing the area's historic structures, we are able to provide the visual conservation of Philmont's cultural identity. The BOA 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.

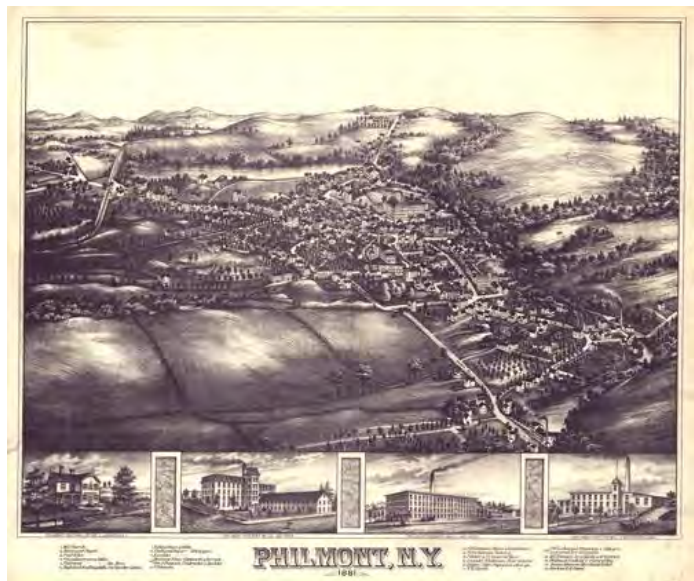
Not only do historic and cultural resources provide important social benefits, they can be important economic generators. Numerous economic impact studies have been conducted throughout the country. All point to one common factor: properties located within historic districts realize faster increases in values than those properties not located within historic districts. The BOA 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.

### Historical Context

The Village of Philmont has a rich industrial legacy. It 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. In its formative years, the small hamlet of Philmont was 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.

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.

The BOA 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 BOA does not have any listings under the National or State historic registers; however some properties are eligible for listing, which are discussed later in this section. There are no known sites of



archaeological value. Nonetheless, there are properties that reflect the BOA's heritage as a focal point of innovation and industry, including the following:

- **Summit Mill:**

The former Summit Knitting Mill, located on Summit Street, is an important local example of later 19th century industrial architecture. Philmont Beautification, 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 State Listing of Historic Places. 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 publicly 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 were 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.

- **Historic Districts**

Philmont currently does not have any Historic Districts identified within the Village; however, the New York State Office of Parks, Recreation and Historic Preservation have confirmed that there are enough historical remnants to create a "historical district."<sup>2</sup> Historic districts are protected because they possess a concentration of buildings, structures, objects or sites that are linked either historically or aesthetically. This could be everything from a residential area with several buildings constructed in the same distinct style to a downtown business district that preserves the buildings that aided the town's early development. Many benefits come along with historic districts such as increased property values, quality design improvements, educating the public, and building pride in the community. The BOA has a rich industrial legacy with some extremely unique remnants still in place. Therefore, the Village should consider establishing a "Factory Hill" Historic District or a Mill Historic District, a recommendation of the 2003 Comprehensive Plan.

A search was conducted for historic or archeologically significant areas using the Cultural Resource Information System provided by the New York State Office of Parks, Recreation & Historic Preservation. The results of that search are shown on the map in Figure 3-M.

The search yielded two buildings in the BOA that are eligible for the State Listing of Historic Places as follows:

Summit Knitting Mill, 27 Summit Street

**Date of Evaluation:** 16 September 2008

**Statement of Significance:**

**STATEMENT OF SIGNIFICANCE:** The former Summit Knitting Mill, located on Summit Street in Philmont, Columbia County, is an important local example of later 19<sup>th</sup> century industrial architecture. The brick masonry building was built in stages between 1876 and 1892, and was erected to replace an earlier mill enterprise destroyed by fire in 1872. The earlier sections were erected for George W. Philip and the complex was expanded subsequently under the direction of George Mosley. The rough stone section at the southwest corner of the cited building operated as a box shop in the later 1890s by Summit Knitting Company and Mosley, and, though now in ruinous condition, is a contributing part of the complex. The Summit Knitting Mill building was erected with load-bearing brick masonry walls with interior wood framing and rises three stories in height with a basement below; the defining visual feature of the building is a five-story tower that originally had a mansard-type tower rising from above its bracketed cornice, the former long since removed. Fenestration is round arched on the tower but segmental arched otherwise, the openings fitted multiple pane wood sash, double hung, with decorative foliate motifs located in the panels above the windows and below the brick arches. Interior spaces are largely open and defined by bearing timbers supported by the brick walls and intermediate supports. Aside from its architectural interest the building shares important and salient ties with the development of industry in Philmont in the second half of the 19<sup>th</sup> century.

The Vanderbilt House, 161 Main Street

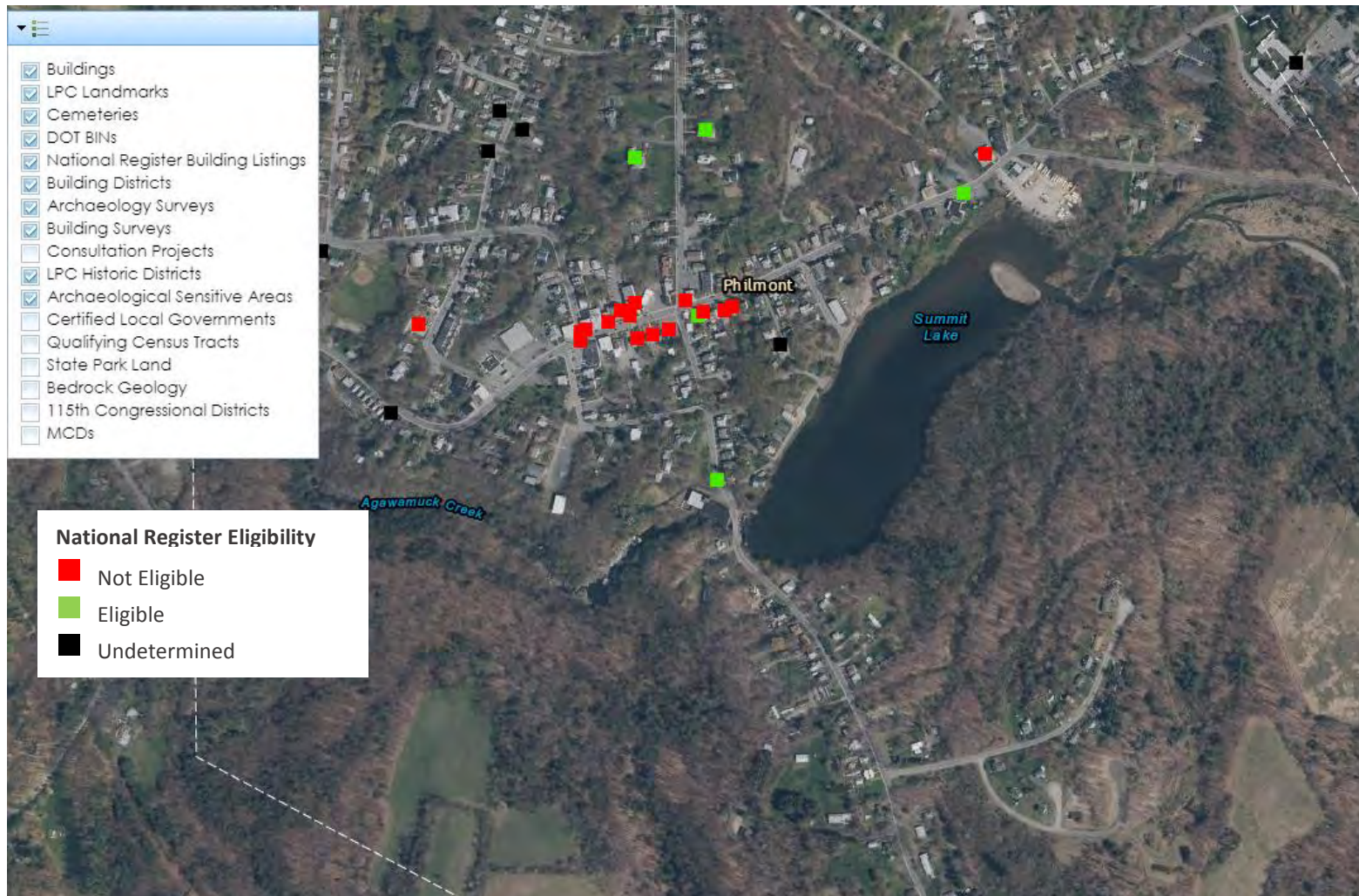
**Date of Evaluation:** 4/22/2010

**Statement of Significance:** None Available

*Key Takeaways: Historic or Archeologically Significant Areas*

There are few officially designated sites or areas within or around the BOA despite the presence of the historic mill buildings; however, the two building within the BOA listed above are eligible for state listing (Summit Knitting Mill and the Vanderbilt House). Pursuing official designation for a historic district or putting the two eligible buildings discussed above on the historic registry would help open funding opportunities for redeveloping properties and may help to catalyze private investment.

**Figure 3-M: Historic or Archeologically Significant Areas Map**



Source: NYS Cultural Resource Information System. Note that the map shows Old Village Hall; however, the building has been demolished.

## Transportation & Infrastructure Systems

Transportation systems including vehicular, rail, air, public and pedestrian allow for the efficient movement of people, goods and services. These elements, along with infrastructure to support new and existing developments are necessary to support a successful and vibrant economy, including Philmont's commercial center located in the BOA.

### Public Transportation

The only public transportation available in the Village of Philmont is bus service on Mondays provided by Columbia County Public Transportation. The bus shuttles riders from local communities to shop for everyday needs at places such as grocery stores, pharmacies, and Walmart. The bus stops at Philmont Terrace Apartments and Richardson Hall Monday morning and returns riders in the early afternoon. Those living up to  $\frac{3}{4}$  of a mile off the normal route can schedule a pick-up from their locations.

### Road and Sidewalk Condition

The BOA roadway network consists of a traditional gridded network with sidewalks. The majority of the roads are locally owned, with one state-route (Rt. 217) passing through the heart of the Village and at the northern portion of the BOA. The sidewalk and road network within the BOA is illustrated on Figure 3-N.

The BOA has approximately 1.82 miles of roadway connecting the area. The main roadway corridor, State Route 217, connects the area east to the Taconic State Parkway at Exit 217, and west to the City of Hudson (via State Route 23B). Summit Street connects the area to several individual residential areas south of the Village.

As shown in Table 3-13, many of the roadways and sidewalks in the BOA are in "poor" or "fair" condition. Elm Street, Canal Street, Lakeside Drive, and Ellsworth Street have generally the lowest quality roadways and sidewalks. Only State Route 217 was found to be in "good" condition. The results of the road and sidewalk inventory and assessment indicates that infrastructure improvements are likely to be needed in the near future, especially to support additional development and growth within the BOA.

**Table 3-13: BOA Roads & Sidewalk Inventory & Assessment**

Roadway Segment	Approximate Length (in miles)	Roadway Condition	Sidewalk Condition
State Route 217	0.76	Good	Good
Elm St.	0.18	Poor	Poor
Canal St.	0.08	Poor	None
Summit St.	0.31	Fair	Fair
Summit St. Ext.	0.08	Fair	None
Lakeside Dr.	0.18	Poor	None
Ellsworth St.	0.10	Poor	Poor
Ark St.	0.13	Fair	Poor

### *Traffic Volumes*

The BOA is composed primarily of local roads that do not have traffic volume data available. State Route 217 has an Average Daily Traffic volume of 4,063. This means the businesses located in the Village's downtown have over 4,000 prospective patrons passing by every day. The Route 217 corridor just east of the BOA experiences a significantly lower volume of 1,313. The difference is largely due to the confluence of Martindale Road and Route 217, located at eastern gateway to the BOA.

It is not anticipated that the BOA would see a significant increase in new development that would have a detrimental impact on the existing roadway network. However, new developments at the Summit Mill or Canal Street areas would require their own traffic impact studies. Development patterns and market conditions should be monitored to see if additional roadway improvements are needed in the future to accommodate growth in the village and BOA.

### *Traffic Problem Areas*

Overall, traffic circulation within the BOA flows effectively and safely, with only one area of concern. Travelers along Summit Street have a limited sight distance near the intersection with Lake Side Drive. This limited sight distance occurs because the road bends at the corner of Summit Mill. This becomes a particular problem for pedestrians coming from Lakeshore Park that may need to cross Summit Street. The BOA sets a clear vision to enhance active lifestyles and to connect residents to the Lake. This intersection should be evaluated to better understand how to improve the safety of vehicular, bicycle and pedestrian mobility.

### *Sidewalk Network*

The Philmont is a highly compact, walkable area. Providing a safe, well-maintained pedestrian network is one of the highlights of the area. However, several sidewalks are in need of repair or replacement, while other areas do not even have sidewalks. Table 3-13 indicates areas where improvements are needed. Ellsworth Street and Ark Street both provide a connection to Lake Shore Drive and Summit Lake. Ellsworth Street is a very narrow street, making it difficult for two vehicles to pass. Consideration ought to be given to making this road one-way and adding a new sidewalk.

### *Water Analysis*

The Village sources its water using three wells on Preusser Road that pump water to a tower for storage. The water tower has a tank with 350,000 gallons of capacity. Water is treated by chlorinator. There are 540 service connections that are made by approximately 10 miles of buried pipes. There are no water mains within the BOA; however, there are laterals off of Main Street. Additional lines will be needed if future development occurs.<sup>3</sup>



*Philmont's waste water plant*

### *Sanitary Sewer & Stormwater*

The entire BOA is served by the village's sanitary sewer system. The sanitary sewer system is separate from its stormwater drain system, which limits the

potential for sewer overflows during rain events.<sup>4</sup> The Village sewer system pipes were installed in the 1970s. Wastewater is collected via underground pipes to the sewer plant located in the hamlet of Mellenville off Route 217.

The wastewater treatment plant was built in 1970 and discharges treated water into Claverack Creek. The Village of Philmont owns and operates the wastewater treatment facilities. Major renovations were done to the facility in between 1996 and 1997. The facility is designed to treat an average daily flow of 220,000 gallons per day and a maximum of 240,000 gallons per day (during 2016 the average demand during dry conditions 95,000 gallons per day and 125,000 gallons per day during wet conditions). The current condition of the facility for the tankage is reported to be in “fair condition.” The New York State Department of Environmental Conservation issued new requirements that stated that effluent from the existing wastewater treatment facility will be required to be disinfected seasonally from May 1 to October 31 each year. An ultraviolet light (UV) disinfection system is being planned for the plant.<sup>5</sup>

### *Connectivity*

It is important to consider connectivity needs and opportunities, including a connected watercourse, open space, historical artifacts, and attractions.

### *Capacity*

The water treatment plant design flow is 234,000 MGD. In 2016, average daily flow (demand) was 184,000. The waste water treatment plant permitted flow is 0.25 MGD. This means there is still underutilized capacity to support future development.<sup>6</sup>

### *Other Infrastructure and Community Services*

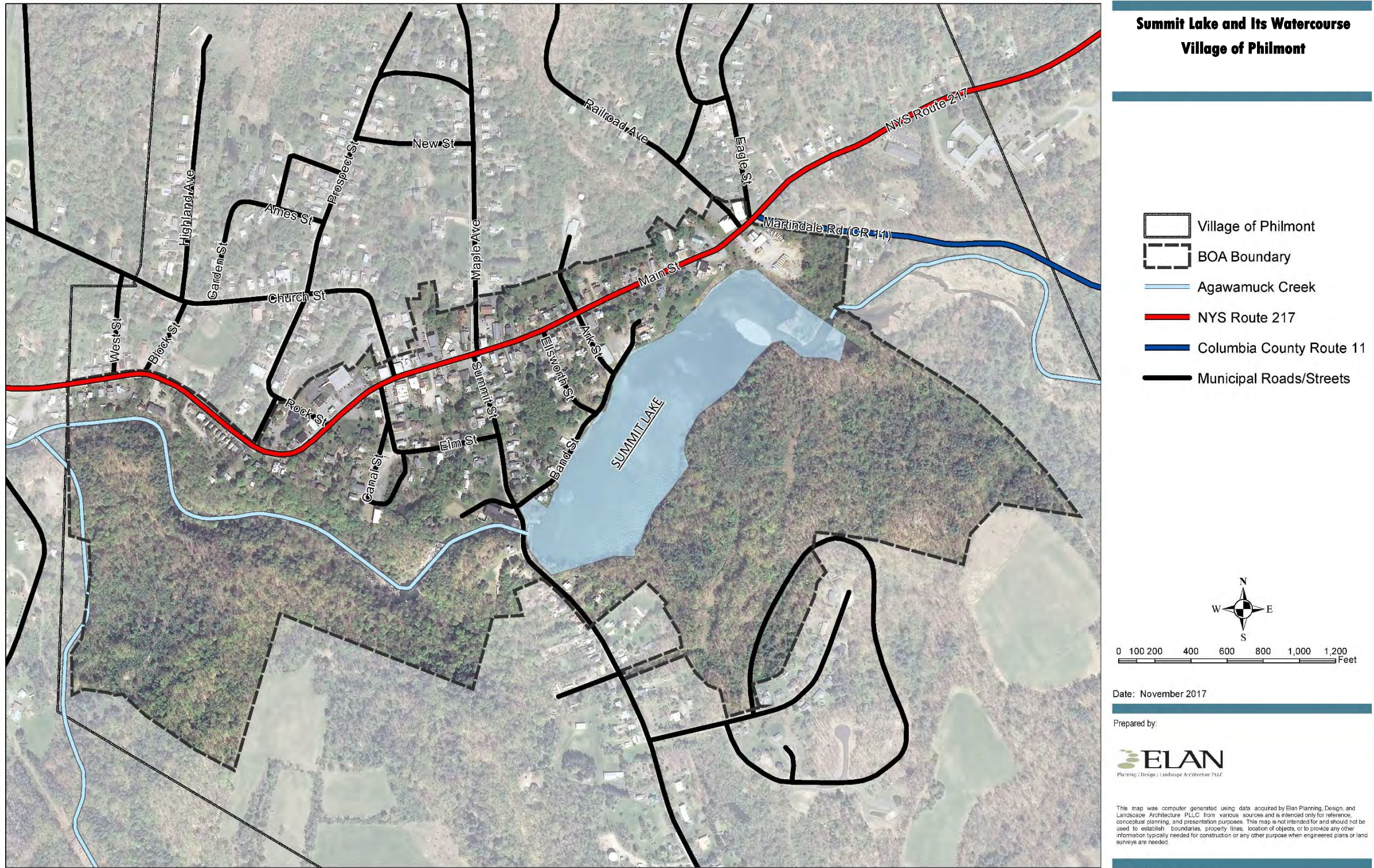
Other community services provided by the Village include:

- **Police Service:** The Village maintains a part-time police force.
- **Garbage Pickup:** curbside trash pickup every Tuesday morning. The Village charges \$3.00 per sticker for a 30-lb. trash bag.
- **Recycling:** Recycling: The Village also picks up Plastic, Aluminum, and Glass every Tuesday morning. On the first and third Fridays of each month, the Village picks up dry recyclable papers and cardboards.
- **Leaf Pick-up:** During the fall, leaf piles at the curbside are picked by the Village.

### *Key Takeaways: Transportation & Infrastructure Systems*

The Village’s water and wastewater systems have adequate capacity to accommodate future development in the BOA area. Any major redevelopment projects should be evaluated for their impact on existing systems. While adequate capacity exists, new or upgraded distribution and collector lines may be required depending on the location of future redevelopment projects.

Figure 3-N: Transportation and Infrastructure Map



## Natural Resources and Environmental Features

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The BOA has served as the site 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 Summit Lake restoration.

### *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.

### *Water Resources*

As part of the Nomination, two studies were conducted to assess existing conditions of Philmont's greatest water resources: *Summit Lake Water Quality Improvement Analysis* (Renewage, LLC) and an *Engineering Assessment of Sediments and Hydrology of Summit Reservoir* (C.T. Male Associates). The study conducted by C.T. Male also included a bathymetric survey of Summit Lake.

Key findings from these studies support that the Lake is being filled with silt and damaging the long-term viability of the Lake. 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.

Over the last several years a series of six reports have been developed that address Summit Lake and its watershed. As part of this report, these reports have been summarized and recommendations made for a set of "next steps" to help chart a course to address the concerns regarding the Lake so the Philmont community can achieve its goals for an economically vibrant and environmentally sustainable future. The six reports summarized include:

- *Summit Lake Reservoir Watershed Assessment*
- *Summit Lake and Watershed Feasibility Report* (Renewage, LLC)
- *Summit Lake Water Quality Improvement Analysis Report* (Renewage, LLC)
- *Summit Street Dam Hydropower Feasibility Study* (Alden Research Laboratory)
- *Engineering Assessment of Sediments and Hydrology of Summit Reservoir* (C.T. Male)
- *Bathymetric Survey* (C.T. Male)

The six reports are summarized below, organized around theme rather than by individual report. A full summary of the reports can be found attached as Appendix B.

### Summit Lake Background

Summit Lake was formed as a mill pond behind the dam built by George Phillips between 1848 and 1848 as a source of water (hydro) power that drove the machinery of the mill complex he had developed as the leader of the High Rock Knitting Company. As a result of the dam that holds back the creek and slows the flow, Summit Lake has slowly built up large amounts of silt, sand and other sediment in the past 170 years since the dam was build. These silt, sand, gravel and other particles settle in the lake when the speed of stream flow in the creek is slowed and dispersed into the lake.

### Water and Sediment Quality Concerns

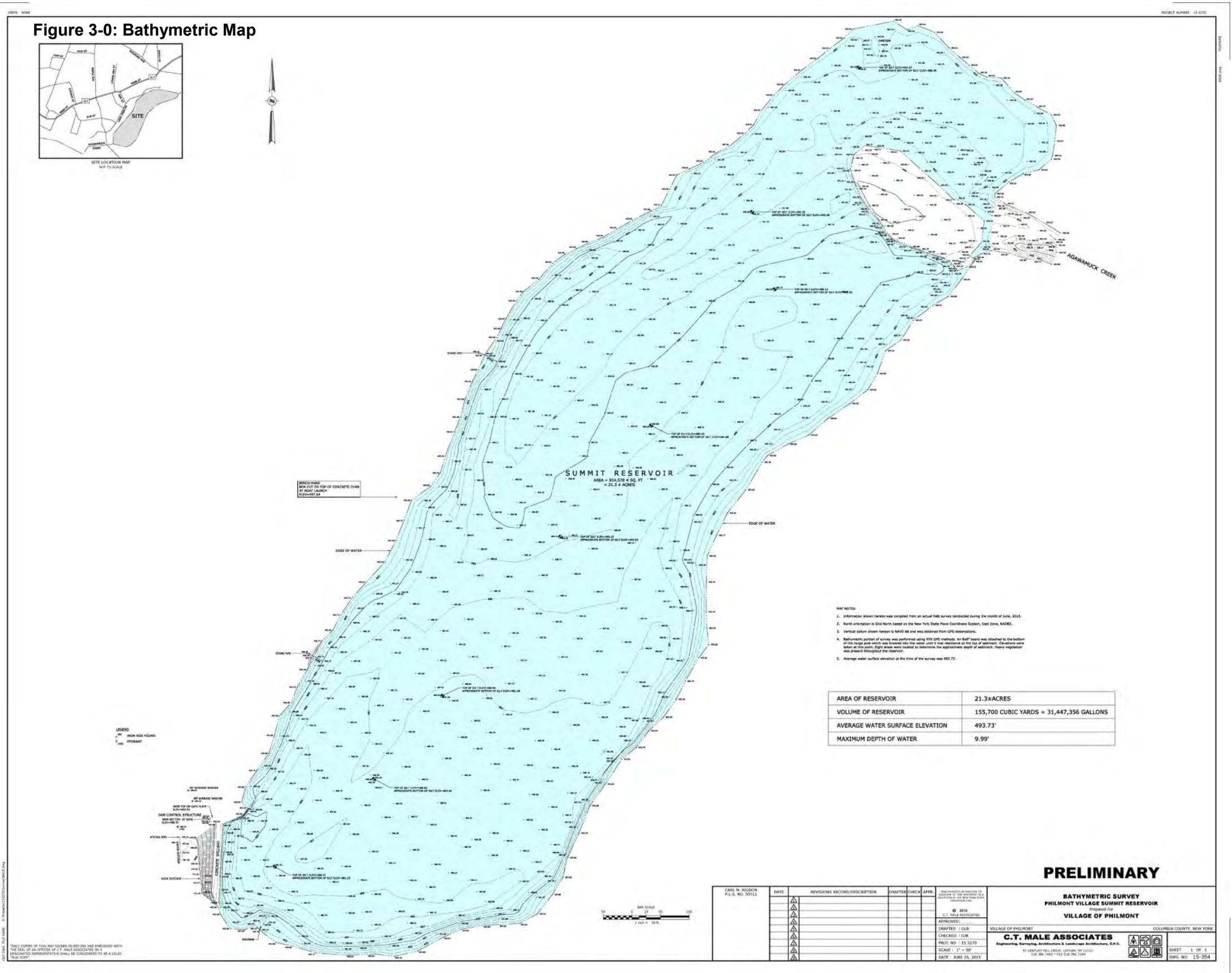
Water and sediments in Summit Lake are not entirely pollution-free. The water and sediment sampling study conducted by CT Male Associates suggested the presence of potential contamination sources in the vicinity of the lake or upstream. The sampling of the surface water showed presence of the bacteria E-Coli (*Escherichia coli*) that is commonly found in the intestines of animals and humans. Some forms of E-coli can cause a number of illnesses. Concentrations above the drinking water standard were found for antimony and iron. All other metals analyzed were detected below their respective drinking water standard.

Test results of the sediments showed elevated levels of metals including arsenic and nickel. Levels of pollutants known as VOC's or volatile organic compounds were found, though at levels below their respective sediment standards. Volatile organic compounds have been used as solvents for processing including metal cleaning and dry cleaning and have been identified as potentially harmful to human health through contact or ingestion. No pesticides or PCB's were detected. Iron, manganese and aluminum were also detected in elevated levels, but there are no sediment standards set for these metals.

### Bathymetry

CT Male Associates' bathymetric survey showed Summit Lake's underwater topography (bathymetry) in excellent detail. The survey showed the extent of sedimentation visible above the lake surface and the apparent extent of deposition of sediment below the water's surface. Sediment samples consisted of coarse sand and gravel with small amounts of silt at the surface with larger gravel with some cobbles evident as observed closer to the Agawamuck Creek outlet into the lake.

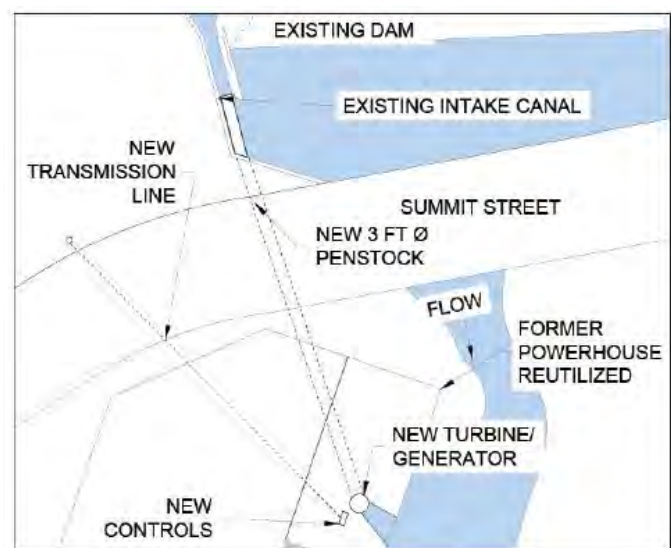
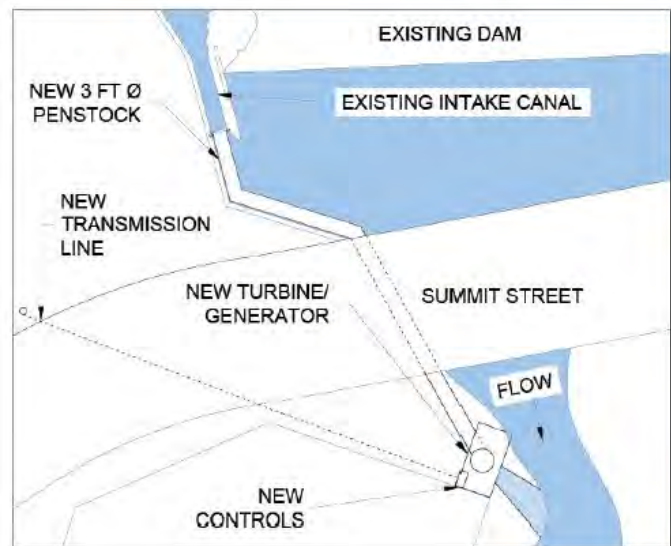
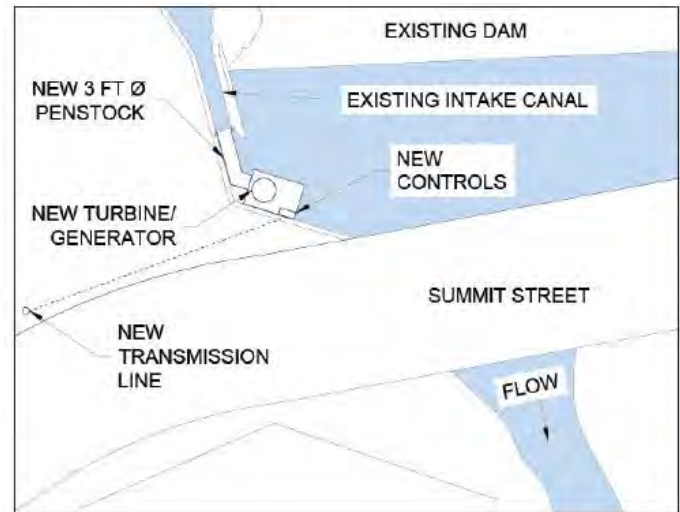
The bathymetric map is shown on the following page.



### HydroPower

The potential to capture the hydropower potential from the impoundment above the Summit Street Dam was documented in the study prepared by Alden Research Laboratory, Inc. in January 2016. The hydropower study considered three options for developing the site. Option 1 would be located entirely on town-owned property and would involve installing a new penstock (a large pipe) to convey water from the existing dam down to a new turbine/generator that would be located below the dam just upstream from Summit Street. Because this concept does not take full advantage of the potential drop in elevation as Options 2 and 3, it would produce less energy (estimated net power at 50 kWh) but would cost less due to the simpler construction and avoidance of property acquisition.

The value of the energy produced or the price was the most important variable in determining whether a hydropower project would be financially feasible. The hydropower study concluded that the hydroelectric project was technically feasible. If the project could achieve a net metering or retail pricing level coupled with a grant and/or sale of renewable energy certificates, the annual benefit could be as high as \$18,000 to \$25,000 per year during the period of project financing (initial capitalization of \$350,000 for a loan period of 20 years at 2 percent interest) and then return a net income up to \$40,000 once the debt was paid off from year 21 and on.



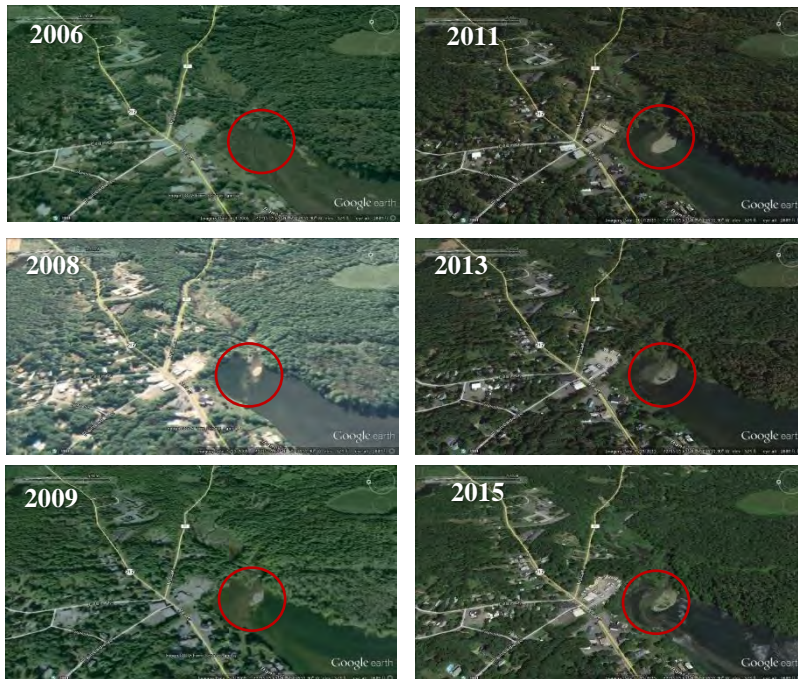
Hydropower options

### Watershed Issues

Summit Lake at approximately 21 acres in area is the focal point of a watershed encompassing some 13,700 acres where all of the output from storm events from that large watershed winds up in the small lake creating a large collection point or "sink" for significant sediment and nutrient load. Given the lake's size relative to the expanse of the watershed, Summit Lake will continue to capture and store a large proportion of sediment and nutrients carried by the Agawamuck Creek.

Fortunately, extensive woodlands make up the majority of the 21-square mile watershed area for Summit Lake, as forestland is the ideal land cover to keep a water body clean. Farmland, which is the second largest type of land cover in the watershed, when properly managed, can also be a contributor to good water quality. Low to moderate-density residential uses and highway corridors and their associated drainage systems are also key elements that can impact water quality in Summit Lake. Land uses immediately adjacent to and near Summit Lake that drain into it are also important factors that contribute to lake water quality concerns.

The large delta which has formed at the mouth of the Agawamuck Creek as it enters Summit Lake has been caused by sediment deposition. While sediment deposition is a natural and normal environmental process, storm events and the removal of vegetation to protect the underlying soil can cause soil erosion and sedimentation and the release of phosphorous, nitrogen and other nutrients to occur at greatly accelerated rates which leads to a number of problems.



Images to the left were taken from Google Earth illustrating the progression of the delta forming at the Agawamuck Creek as it enters Summit Lake.

The area of the growing delta is highlighted in the red circle.

The delta started showing clear indication in 2008. By 2011 the delta was prominently seen. 2013 and 2015 images illustrate how sedimentation is beginning to 'fill in' the Lake at the west and along the south shore.

Review of historic aerial images shows that the largest deposition in recent history likely occurred as a result of Tropical Storm Irene in 2011 as the large delta was not readily evident before that time. Nonetheless, increased sedimentation and nutrient loading is an ongoing concern and potential sources include:

- Logging activity (logging roads, stream crossings, etc.) conducted without proper design, operation/site restoration to prevent excessive erosion.
- Agricultural activity (manure, plowing, fertilizer application, etc.) conducted without manure/nutrient management planning, erosion and sedimentation protection (natural vegetated buffer strips, etc.).
- Excessive or improper use of lawn fertilizers.
- Excessive erosion along roadway drainage systems (excessive soil exposure during ditch clearing, drainage channels eroding, etc.).
- Potential pollutant loadings from storm runoff (oil, gasoline, metals) and from other sources (contaminated sites, improper material disposal, etc.).

Based on the study conducted by Renewage, LLC in March of 2016, it was apparent that sediment and nutrient loading is sourced more from certain areas where the land is steeper and there is less storage area in the stream corridor to capture sediment and hold back surface water. Several streams and small tributaries were found to carry high sediment loads due to valley erosion, channel and bank erosion, degraded/lack of vegetated buffers and steep road crossings. Conversely, there are several areas in the watershed where conditions are good for slowing down the speed of flow and thereby capture sediment and water-borne nutrients. These areas include the large complex of beaver ponds and wetlands in the lower portion of the Upper Agawamuck subwatershed and the pond area of the upper reservoir east of the Taconic.

#### Enhanced Watershed Management

Lake water quality and an improved aquatic ecosystem for Summit Lake can be achieved by reducing and controlling erosion and nutrient loading into the lake. Further, it will be important to identify potential sources of pollutants that have been identified and for these land uses to be addressed and cleaned up.

A common theme in each of the studies is that a watershed-based approach will be the most cost-effective way to reducing sources of sediment and nutrient loads—and to perform in-lake treatment only will not be cost-effective. Nonetheless, it must also be recognized that treatment of the lake itself is an important part of a comprehensive plan to protect and improve water quality in Summit Lake. Once sedimentation is controlled, some of the concepts recommended for the lake itself include water recirculation, aeration, and other best management practices. These will help remove existing lake pollution, clear inappropriate/excessive aquatic vegetation and reduce excessive nutrients in the lake and thereby improving water quality.

#### Water Quality Objectives

Without treatment, the surface water in Summit Lake does not represent a source of drinking water. Fishing and boating and other "non-contact uses" appear feasible for the lake in its current condition. Looking ahead, it seems that such an important resource should not be limited in this way and the community should work with the New York State Department of Environmental Conservation and the local and state health departments to establish an achievable higher water quality goal for the lake. For example, would it be possible to target a water quality rating that would allow for swimming to be possible in the future. Given the

overall high quality of the watershed and lack of extensive urban stormwater runoff, it seems such a goal would be attainable.

#### Report Findings and Next Steps

Summit Lake faces water quality issues that are shared with other similar water bodies. Fortunately, the water quality challenges facing Summit Lake are limited to a few pollutants and at relatively low levels in the surface water and in the sediment. As well, the watershed as a whole is of high overall land use and environmental quality but there is cause for concern—most pointedly in determining the source of the E. coli bacterial, the volatile organic compounds and metals found in the sampling study. Those pollution concerns coupled with the ongoing sedimentation and nutrient loading set the stage for the ongoing filling in and the continued degradation of lake water quality. If the lake is to remain an important community asset it will be important to continue these efforts to take action to restore the lake and help stabilize the watershed. Finally, the opportunity to create a state-of-the-art renewable energy project at the Summit Street Dam is surely worth advancing given the long-term projection of rising energy costs and the eventually depletion of non-renewable energy sources.

#### Summit Lake and its Watershed: A Parallel Track Approach.

The lake and the larger watershed each need attention. The lake to accommodate more than a century and a half of stormwater management service; the watershed to help mitigate and reduce the impact of human activities so that the natural capacity of the surrounding land and water resources can perform their maximum duty to keep the water clean.

The lake would benefit from removal of excess silt and sediment and potentially deepening to help create a more resilient water body as well as installation of other best management practices. Increased water depths are important for fisheries habitat and to reduce potential for algal blooms. The restoration plan for the lake should also consider enhancing adjacent stream and wetland areas to better retain sediment that could be more easily be removed on a regular basis (e.g., establish a sedimentation basin near the mouth of the creek, just above the lake and provide equipment access) and provide naturalized enhancements through appropriate wetland and other plantings for nutrient management.

A watershed protection strategy would be a collaborative effort with property owners to reduce erosion and sedimentation through well-accepted methods including whole farm planning, sound forest management and timber harvest methods, improved roadside drainage corridor management and identification and elimination of identified pollution sources.



*Summit Lake. Photo Credit: Sebastian McCabe*

**Summit Lake Dam: A Renewable Energy Opportunity.** Hydropower is a proven performer and the elements of a feasible project has been identified. Additional research would be in order to document village and town municipal demands for electricity and whether the project would qualify for net metering which is a key to financial feasibility. Along with that work, additional design development and pre-permitting work would be important to carry out to more accurately estimate the scope of work and costs and to clarify potential permitting issues. Finally, coordination with municipal leaders and potential investment partners to explore development and management options would help advance this concept in a clear way.

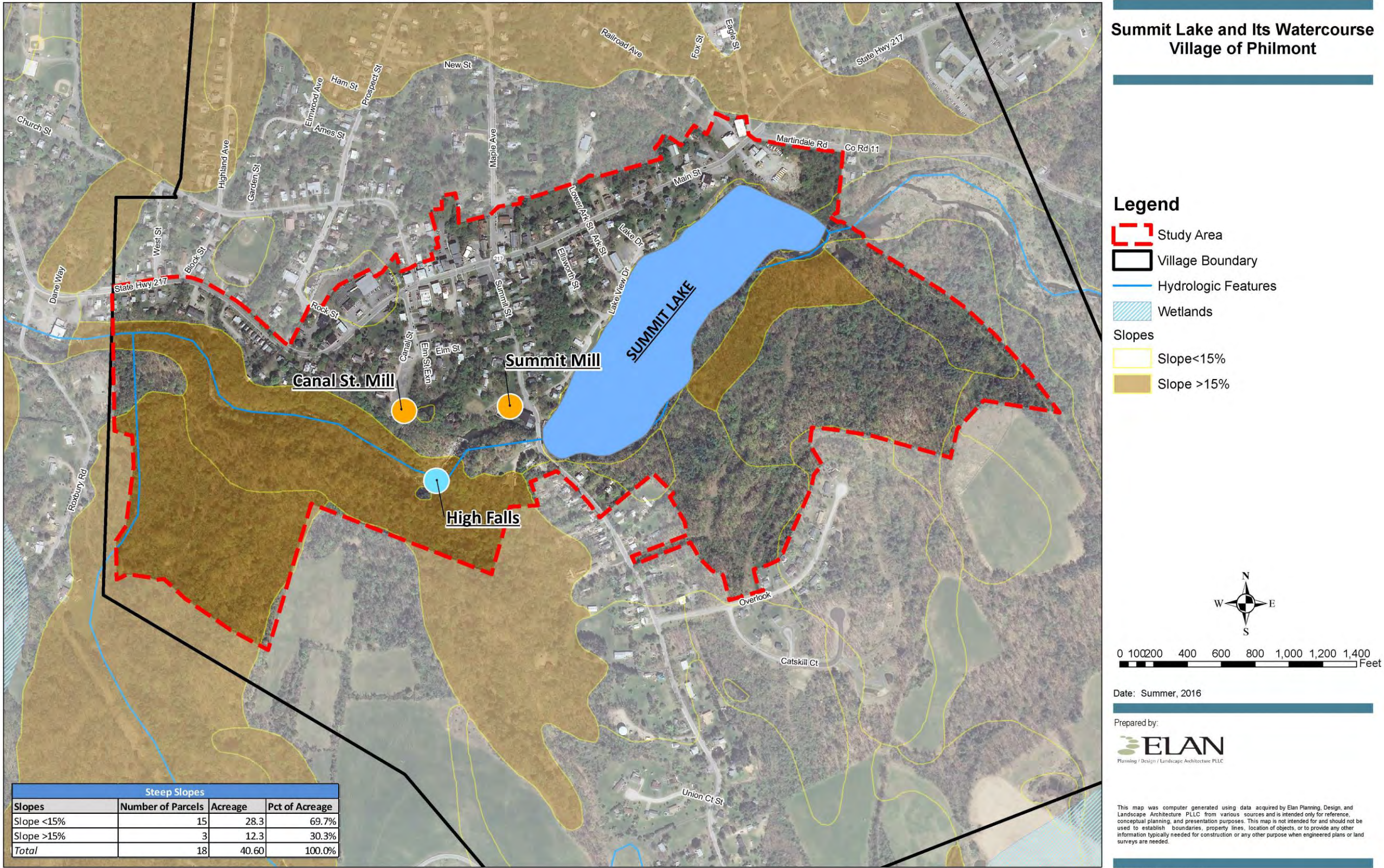
**Funding Support: Grants and Other Sources.** The water and environmental quality aspects of these next steps are well aligned with long-standing public policy toward environmental protection and energy sustainability which makes these initiatives attractive to a number of potential funding sources. As these funding partners are identified, it will be important to demonstrate strong community support and to nurture those partnerships so that the community's goals are aligned with and can also advance the funding partners' goals. The potential to advance the state-of-the-art of water body restoration and watershed protection and low-impact hydroelectric generation and to share knowledge gained from those projects can be important aspects of successful grant-funded partnerships.

A map of the BOA's natural resources and environmental features is provided in Figure 3-O.

*Key Takeaways: Natural Resources and Environmental Features*

Future development and activities in the BOA must consider watershed and water quality issues associated with Summit Lake. The proximity of the BOA's land area to the Lake means that green infrastructure systems should be prioritized to protect the water quality (as well as best agricultural practices outside of the BOA). Green infrastructure elements may include rain gardens, bioswales, porous pavements, constructed wetlands, and others. The amount of impervious surface in the BOA and watershed area should be considered when exploring redevelopment and revitalization projects. Though beyond the boundaries of the BOA, best agricultural practices should be employed in the watershed area in farmland areas to protect water quality. Specific recommendations for green infrastructure appropriate to the BOA are provided in Section D. Additionally, opportunities around hydropower should be explored as a renewable energy resource for the village.

Figure 3-P: Map of Natural and Environmental Resources



## C. Economic and Market Trends Analysis

This section summarizes the economic and real estate opportunities for the BOA identified in the report prepared as part of the BOA study titled, “Remaking Philmont’s Waterfront: Economic Opportunities for Philmont.” The full report is attached as Appendix J.

The summary is organized into the following subsections:

- **Market Conditions and Economic Environment**
  - Primary Drivers of Philmont’s Economy Today
  - Business Environment
  - Social and Human Capital
  - Resources & Assets
- **Identifying Opportunities**
  - Food and Agriculture
  - Health
  - Healthy Lifestyles Recreation
  - Arts, Artisanship, Culture

### Market Conditions and Economic Environment

#### *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, IT, 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.<sup>7</sup> 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 employees<sup>8</sup>, 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 below, 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:

1. Educational services, health care, and social assistance
2. Tourism related services (arts, entertainment, recreation, accommodation & food services)
3. Professional, scientific, management, and administration, and waste management services jobs
4. Manufacturing

**Table 3-14: 2013 Employment by Industry**

2013 Employment by Industry		Philmont
	Estimated Employment	Median earnings (dollars)
<b>Civilian employed population 16 years and over</b>	<b>616</b>	<b>\$28,833</b>
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

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). 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.

PBI's Main Street Program has assisted more than 41 public/private investment revitalization projects in the Villae of Philmont, including 22 building restorations consisting of 2 farm-to-table commercial re-adapts, 10 affordable housing renovations, the opening of 4 restaurants, an 8-room historic hotel, a small community resource center, a seasonal Main Street farmers market, a local brew public house, a direct-market & commercial kitchen, a public park restoration, and streetscape improvement projects. The graphic on the following page shows where these projects have occurred. PBI received a "model program" citation from NYS Homes and Community Renewal in 2010.

### *Social and Human Capital*

The Philmont community seems very excited about the idea of continuing the revitalization in the village. Throughout the process of the plan, the consulting 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 ongoing 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". 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."

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

### *Natural Capital*

Philmont has a great advantage in that it has many environmental and recreational assets. This includes the Summit Lake, creeks, and High Falls. The Summit Lake area is approximately 88 acres. These provide good fishing that includes bass and perch from the reservoir and trout from the creeks. There are also trails off of Overlook Ct., installed by an eagle scout and locally known as the Josh Essig Trail, which leads down to the Summit Lake. 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 as a part of the Hudson River Estuary watershed.

The community center used to be a central spot for community members to gather when using the Summit Lake 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 Lake. 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.

Philmont also has scenic view points of the Catskill Mountains.

### *Resources and Assets*

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

Other resources, by category, include:

### *Development*

- Columbia Economic Development Corporation (microloans)
- Philmont Beautification, Inc. (grass-roots community renewal)
- 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)
- Coarc (job training to workers with disabilities in Columbia County)

#### 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/>

### Identifying Opportunities

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From an economic and community development perspective, the primary goal for revitalizing the BOA 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*

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

## Food & Agriculture

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### Why Food & Agriculture?:

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. Main Street witnessed the opening of three successful farm-to-fork restaurants over the past 11 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 since 2009, as well as the 2017 opening of The Kitchen/Philmont Market Co-op as a direct-market local community-based food hub including a commercial kitchen in collaboration with Philmont Beautification, Inc., as site developer. 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-oriented festivals or events, and farm visit opportunities, will increase the ability of gastronomy & agro-tourism to attract targeted visitors.

### Target Market:

Columbia County is a leading example of how cultivating and protecting a farming culture can, in fact, support a sustainable (and even expansive) economy. As the region and nation trends towards local-sourced consumption<sup>9</sup>, the Columbia Land Conservancy (CLC) has brokered financial agreements with the state to keep farms in business. While over the past decade some 13,000 acres have been lost to commercial development<sup>10</sup>, the CLC has preserved a further 22,000 acres for farming.

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

According to locals, interest in the farmland and farming practices are the primary attraction. New residents are interested in living near their farmer and owning their own plot of land. Grain CSAs, fisheries CSAs and the like are popping up, as farmers and communities are pooling their resources to provide for themselves and visitors. New Yorkers are turning up regularly to buy local produce, learn about the local farming culture, and return home.

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

### Local Initiative Ideas

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

The initiatives listed above are a brainstormed list and were used to help develop more detailed initiative recommendations, discussed in greater detail in the "Recommendations" section.

### 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. Agriculture has a big presence in the County. Sixty new farms have been established during the past decade. 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.<sup>11</sup> The County is also home to the Columbia County Fair, an annual event that started in 1841. The Fair is hosted and planned by the Columbia County Agricultural Society, which has a mission to "to improve the condition of agriculture, horticultural, manufactures and domestic economy" in Columbia County.<sup>12</sup> 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 and Threshold Farms in Philmont that source food to the local farm-to-table restaurant, and also sources its produce to a Community Supported Agriculture (CSA) base in Brooklyn, are tremendous planning resources. 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.<sup>13</sup>

Some entrepreneurship skills & training resources include the Hawthorn Valley Place-Based Learning Center, which has provided technical assistance to local farmers and entrepreneurs for the past 36

years, and the Cornell Cooperative Extension, which provides educational programs 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.

## *Healthy Lifestyles and Tourism Node*

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### Why Healthy Lifestyles and Tourism?:

Today, Main Street tourism (eating, shopping, and lodging) and eco-tourism (outdoor activities, hiking, biking, boating) are the primary drivers for reawakening tourism in Philmont. Main Street is revitalizing, now with ten new storefront businesses since 2007, 3 restaurants, a local pub, small grocery shop, large discount store, co-working professional space, a direct market food cooperative, real estate office, a small eight-bedroom hotel with dining and a bar, and a seasonal downtown farmers' market.

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 BOA, 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., Hawthorne Valley Farm, Threshold Farm, Double Decker Farm, Farm at Mill's Crossing, Liberty Farm, Ironwood Farm, Common Hands Farm Project, and Roxbury Farm) and the Chinese acupuncture herb garden. While these destinations are outside the BOA, the BOA 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

### Target Market:

The regional tourism market for the Hudson Valley amounted to \$3.2b in traveler spending in 2012, supporting 51,388 jobs. Columbia County captured 4.0% of total spending in Hudson Valley and its share is growing. Tourism spending in Colombia County increased by 6.8% from \$108 million in 2011 to \$115 million 2012. Philmont wants to grow its slice of this tourism spending. Situated only 2.1 miles off the Taconic State Parkway, 11 miles from the city of Hudson, and 15 miles from the foothills of the Berkshire mountains, Philmont can tap into this flow of tourist revenue by developing its potential and

growing its visibility as a tourism destination.

Columbia County's share of Hudson Valley tourism spending has increased in major spending categories (except for lodging), reflecting the highly attractive growth of tourism activities in Hudson, Chatham, and Ghent. It is noteworthy that spending on second 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.

**Table 3-15: Traveler Spending in Columbia County & Hudson Valley**

<b>Traveler Spending in Columbia County &amp; Hudson Valley (\$'000s)</b>							
	<b>Lodging</b>	<b>Recreation</b>	<b>Food &amp; Beverage</b>	<b>Retail &amp; Svc Stations</b>	<b>Transport</b>	<b>Second Homes</b>	<b>Total</b>
<b>Columbia County</b>							
<b>2011</b>	\$16,975	\$7,944	\$20,088	\$15,539	\$20,083	\$27,512	\$108,142
<b>2012</b>	\$16,600	\$10,169	\$21,942	\$17,353	\$23,982	\$36,584	\$126,630
<b>Hudson Valley</b>							
<b>2011</b>	\$583,981	\$248,290	\$819,432	\$635,360	\$673,335	\$105,906	\$3,066,304
<b>2012</b>	\$607,537	\$258,052	\$837,746	\$649,310	\$690,449	\$119,773	\$3,162,869
<b>Columbia County Share</b>							
<b>2011</b>	2.9%	3.2%	2.5%	2.4%	3.0%	26.0%	3.5%
<b>2012</b>	2.7%	3.9%	2.6%	2.7%	3.5%	30.5%	4.0%

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](http://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 Lake, 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."

### Local Initiative Ideas

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
- Re-invest in Community Center and Lakeshore Park (as a nature-based playground)
- Develop an Interpretative Nature Center, with connection to waterfront
- 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
- 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

The initiatives listed above are a brainstormed list and were used to help develop more detailed initiative recommendations, discussed in greater detail in the “Recommendations” section.

### Local Resources for Healthy Lifestyle Tourism

Local resources that were identified to develop the Healthy Lifestyle Tourism node include the following:

- 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/](http://www.nymag.com/travel/weekends/columbiacounty/)
- [www.hvmag.com](http://www.hvmag.com)
- <http://www.travelhudsonvalley.com/>
- <https://www.columbiachamber-ny.com/>
- Columbia County Lodging Association:  
[www.staycolumbia.com](http://www.staycolumbia.com)

## Health Economy Node



### Why Health Economy?:

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 sector<sup>14</sup>, 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.

### **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.

### Target Market:

Regional demographic and cultural trends reflect a growing emphasis on senior and alternative health care. In Columbia County, the population is aging. Projections<sup>15</sup> 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.

### Local Initiative Ideas

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

The initiatives listed above are a brainstormed list and were used to help develop more detailed initiative recommendations, discussed in greater detail in the “Recommendations” section.

#### Local 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”<sup>16</sup>. 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.

## Artisan Production & Culture

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### Why Artisan Production and 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 measurable, 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.<sup>17</sup> 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.<sup>18</sup> 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.<sup>19</sup> 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 BOA 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.<sup>20</sup>

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.<sup>21</sup> 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.<sup>22</sup> Tourists visiting an area for cultural events stay longer and spend more money and are thus a key target demographic for tourism campaigns.<sup>23</sup>

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, vice 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.<sup>24</sup>

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 Initiative Ideas

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  | ■ Mill District history interpretive trail  |
| ■ Artisan Co-op  | ■ Pop-up seasonal food vendors/kiosks, crafts market, farmers market at lakefront   |
| ■ Artisan Workspace  | ■ Add interesting sculptures, murals, or art installations to nature paths, waterfront, Main Street areas                   |
| ■ Tool sharing cooperative   | ■ Combining crafts with packaging for local produce - labeling/ design, storage, packaging                                  |
| ■ Flexible Space   | ■ Focus on support for home-based and micro businesses - link to etsy.com, fine woodworking and cabin making, masonry, etc. |
| ■ Heritage Grain Mill  | ■ Entrepreneur skills workshops for fine crafts people, artists   |
| ■ Art on Main Street   | ■ Develop Artisan skills workshops for tourists   |
| ■ "Discover Philmont" tourism packages   | ■ Teaching youth artisan skills, such as shoe making and leather bag production   |
| ■ 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   |   |

The initiatives listed above are a brainstormed list and were used to help develop more detailed initiative recommendations, discussed in greater detail in the “Recommendations” section.

#### 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.<sup>25</sup>

- **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.<sup>26</sup>

- **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.<sup>27</sup>

- **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.<sup>28</sup>

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

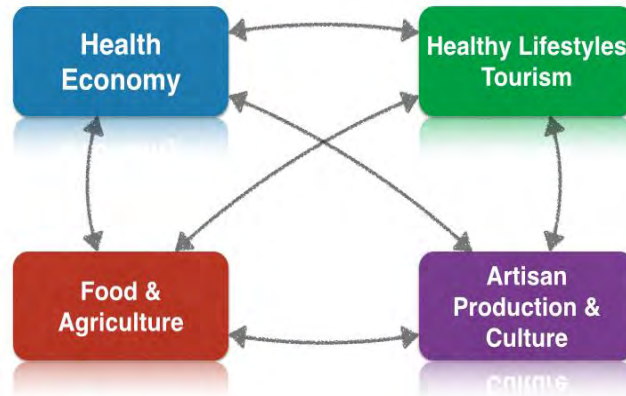
- **Perform Columbia**

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.<sup>29</sup>

#### Four Node Concept Approach

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



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).

Additionally, within each Economic Development Node identified, it is also 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 BOA – this includes Main Street, Mill District, Waterfront, and adjoining trail systems.

## D. Summary Analysis and Recommendations

The following recommendations establish a framework for the transformation of the BOA into a destination for people to live, work, recreate, learn and be healthy. It includes a mix of 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 BOA are brought together. Recommendations are then further refined by topic areas. All recommendations reflect the Vision and Goals defined in the previous section.

### Framework Plan

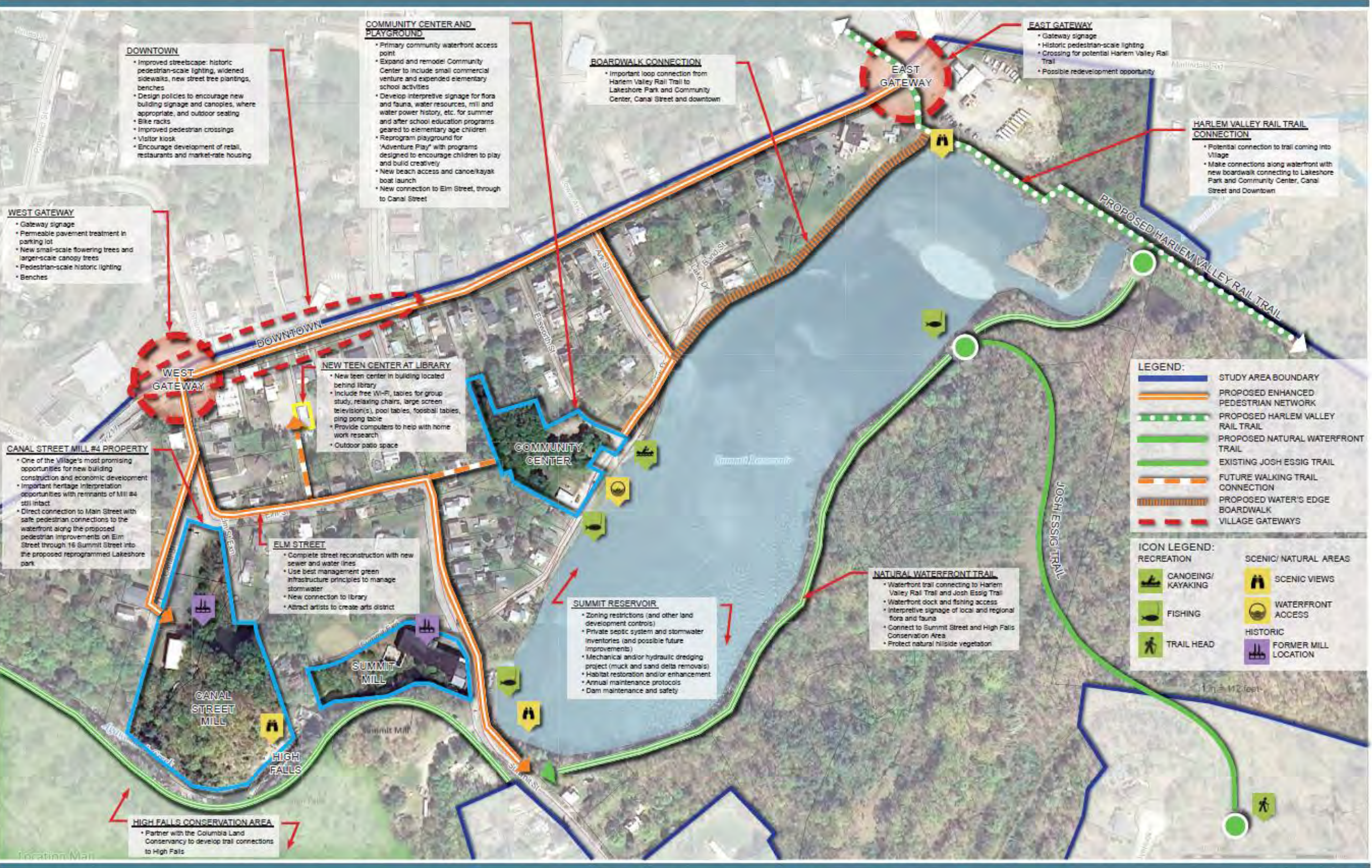
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Framework plans provide a vision of the kind of place the community wants to be in the future. The Framework Plan builds upon the assets of Philmont to address social, cultural, economic, recreational and environmental needs. The Framework Plan aims 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 BOA's future, and sets the foundation for specific recommendations for reaching that future.

Figure 3-Q: Framework Plan



## Recommendations

This section outlines the plan recommendations for each of the following categories:

- Historic & Cultural Resources
- Nature & Recreation
- Housing & Neighborhood Development
- Business & Economic Development

### Historic & Cultural Resource Recommendations

Celebrating Philmont's history is a prevailing theme throughout the BOA. The BOA'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 BOA 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 BOA 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.



*The Historic Vanderbilt*



*The Vanderbilt Today*

Historic and cultural resource recommendations are listed in Table 3-16.

**Table 3-16: Historic and Cultural Resource Recommendations**

Recommendation	Description & Benefits
<b>1</b> Create a Village appointed Historic & Cultural Resources Task Force	<ul style="list-style-type: none"> <li>• Village has limited resources, both financial and manpower</li> <li>• 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</li> </ul>
<b>2</b> Become a Certified Local Government (CLG) to obtain technical assistance and fund development of a local preservation ordinance	<ul style="list-style-type: none"> <li>• The Certified Local Government Program is offered through the New York State Historic Preservation Office.</li> <li>• The program would link the village's preservation goals to state and federal preservation programs.</li> <li>• Benefits include technical assistance, legal advice, exclusive grant opportunities, and professional guidance.</li> </ul>
<b>3</b> Create a Historic Mill District as recommended in the 2003 Comprehensive Plan	<ul style="list-style-type: none"> <li>• Could help to stabilize neighborhood with increased property values</li> <li>• Creates potential for property owners to realize tax exemptions on improvements</li> </ul>
<b>4</b> Create a dedicated local history collection at the Philmont Public Library	<ul style="list-style-type: none"> <li>• Opportunity to bring in schools to learn about local history</li> <li>• Help to foster understanding and pride in Philmont</li> </ul>
<b>5</b> Sponsor events that celebrate the Historic Mill District	<ul style="list-style-type: none"> <li>• Events help to bring people together and celebrate Philmont</li> <li>• Opportunity to express unique history, such as the sluices</li> </ul>
<b>6</b> Use the plan's inventory of historic places, structures and buildings to create a walking tour with interpretative signage	<ul style="list-style-type: none"> <li>• Learn the architecture, people and notable events of Philmont's unique history</li> <li>• Schools can bring students on tours and help foster pride in the community</li> </ul>
<b>7</b> Create a historic interpretive park near the site of Mill #4	<ul style="list-style-type: none"> <li>• Mill 4 was one of the original mills located in Philmont</li> <li>• Some irreplaceable remnants still exist at the site and can create fun learning opportunities</li> </ul>
<b>8</b> Work cooperatively with the Summit Mill owner to re-purpose the building	<ul style="list-style-type: none"> <li>• Mill sits at a special place within the District and can fill a variety of uses that benefit both the property owner and community</li> <li>• Consider incentives to help the property owner restore the building (i.e. reduced taxes, partner for public funding to restore building)</li> </ul>

### *Nature and Recreation Recommendations*

The BOA 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 Lake with the High Falls Conservation Area will establish an identity for the BOA 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 Lake, the Harlem Valley Rail Trail, Canal Street and downtown.

Summit Lake is a critical underutilized public amenity and a catalyst for the resurgence of the BOA. From the beginning of this project, the primary community revitalization objectives have been to create a sustainable community in Philmont and the Summit Lake 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 Lake has the potential to provide micro-hydro power and the water quality of Summit Lake 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 BOA 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 BOA is recognized as an important opportunity to reconnect the Lake 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.

Nature and Recreation recommendations are listed in Table 3-17.



*High Falls*



*Looking down Ark Street after the 1938 Flood*

**Table 3-17: Nature and Recreation Recommendations**

Recommendation	Description & Benefits
<b>1</b> Create a Village appointed Nature & Recreation Task Force	<ul style="list-style-type: none"> <li>• Village has limited resources, both financial and manpower</li> <li>• Task Force could help manage nature and recreation programming and investments</li> </ul>
<b>2</b> Create a Lake Protection Ordinance	<ul style="list-style-type: none"> <li>• Essential tool for protecting the quality of the lake/reservoir once restored</li> <li>• Protect and maintain the quality of the lake/reservoir from pressures of both shoreline and watershed development</li> </ul>
<b>3</b> Develop a looped nature trail network throughout the study area	<ul style="list-style-type: none"> <li>• Fosters healthy living and safe pedestrian mobility</li> <li>• Can be coordinated with efforts to create an historic walking tour</li> </ul>
<b>4</b> Develop an appropriate connector to the Harlem Valley Rail Trail	<ul style="list-style-type: none"> <li>• Numerous studies have proven that regional trails have meaningful economic impacts on local host communities</li> <li>• Village ought to work cooperatively to bring the trail into the Village's downtown to realize maximum economic returns</li> </ul>
<b>5</b> Adopt resilient and sustainable principles for all municipal projects.	<ul style="list-style-type: none"> <li>• Adopting these principles sets the stage for future infrastructure investments</li> <li>• Helps position the Village for grant funding resources</li> <li>• See Figure 3-R: Green Infrastructure Concept Plan</li> </ul>
<b>6</b> Incorporate public right of way Green Infrastructure components throughout the study area in compliance with NYS environmental regulations. Measures must take into account the BOA study area narrow and sloped public right of ways and may require appropriate expertise.	<ul style="list-style-type: none"> <li>• The BOA is susceptible to flooding</li> <li>• Can mitigate flood risk by slowing and reducing stormwater discharges</li> <li>• Water infiltrated into the soil can recharge ground water, an important source of water in Philmont</li> </ul>
<b>7</b> Restore water quality throughout the Watercourse to meet swimming and fishing standards in Summit Lake	<ul style="list-style-type: none"> <li>• Throughout the outreach process, residents consistently identified swimming in the lake/reservoir as a priority</li> <li>• Creating swimming and fishing access will help to strengthen the Community Center and Lakeshore Park as local gathering places</li> </ul>
<b>8</b> Remove trash and junk from the watercourse and its banks	<ul style="list-style-type: none"> <li>• Agawamuck Creek's edges are littered with household and automotive debris, making the water's edge unattractive</li> </ul>
<b>9</b> Restore Lakeshore Park, Community Center, and the Lake waterfront as a focal point for community gathering, nature and recreation	<ul style="list-style-type: none"> <li>• Lakeshore Park provides a special opportunity to create an integrated recreation amenity for young children, educational prospects, and a place for family gatherings</li> <li>• See the proposed Concept Plan on the following pages</li> </ul>

## Housing & Neighborhood Development

The BOA 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 BOA 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 BOA 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 Lake, 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 BOA 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 BOA. 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 BOA 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 BOA a place that helps to attract new residents and reinforces pride and ownership among the residents.

Housing & Neighborhood Development recommendations are listed in Table 3-18.

**Table 3-18: Housing & Neighborhood Development Recommendations**

Recommendation	Description & Benefits
<b>1</b> Create a Village appointed Housing & Neighborhood Development Task Force	<ul style="list-style-type: none"> <li>• Village has limited resources, both financial and manpower</li> <li>• Task Force could help manage neighborhood revitalization</li> </ul>
<b>2</b> Develop design and maintenance guidelines for public right of way in the study area including a Complete Street Policy	<ul style="list-style-type: none"> <li>• A Complete Streets policy is a transportation and design approach that would require streets to be designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.</li> <li>• A complete street may include: sidewalks, bike lanes, bus lanes, public transportation stops, safe crossing opportunities, median islands, pedestrian signals, curb extensions, and other elements.</li> </ul>
<b>3</b> Improve quality standards for rental housing in the study area	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<b>4</b> Promote educational workshops for restoration, rehabilitation and maintenance of historic housing stock	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>5</b> Develop a housing plan to address current deficits in the study area	<ul style="list-style-type: none"> <li>• The housing plan will take a more focused look at the housing issues facing the BOA and Village overall.</li> <li>• The plan should examine housing affordability, housing quality and rehabilitation, energy efficiency, occupancy levels, and other characteristics to identify critical issues and make recommendations to address them.</li> </ul>
<b>6</b> Encourage energy conservation techniques and resiliency in new and rehabbed historic homes	<ul style="list-style-type: none"> <li>• Work with NYSERDA to inform homeowners of various programs available for household energy efficiency</li> </ul>
<b>7</b> Conduct a comprehensive review of existing zoning	<ul style="list-style-type: none"> <li>• Philmont should regularly examine its zoning to ensure that existing regulations align with the community's needs and vision.</li> <li>• The existing zoning regulations are due for examination and update. Zoning changes should align with the recommendations included in this study.</li> </ul>
<b>8</b> Develop a teen center and services in the study area	<ul style="list-style-type: none"> <li>• The teen center would provide an opportunity for teens to socialize responsibly in a center outfitted with Wi-Fi, games, study areas, and "hang out" areas.</li> </ul>

### *Business & Economic Development*

The BOA positions Philmont, as a whole community, to capitalize on the economic strengths of the area. In order for the BOA 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 BOA, 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 BOA 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 BOA 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 BOA is to be a catalyst for community renewal. Anything less than a long-term, collaborative commitment will result in disappointment.

Business and Economic Development recommendations are listed in Table 3-19.

**Table 3-19: Business & Economic Development Recommendations**

Recommendation		Description & Benefits
<b>1</b>	Create a Village appointed Business & Economic Development Task Force	<ul style="list-style-type: none"> <li>Village has limited resources, both financial and manpower</li> <li>Task Force could help manage economic development efforts in collaboration with Columbia County Planning &amp; Economic Development</li> </ul>
<b>2</b>	Establish a Downtown Merchants Association	<ul style="list-style-type: none"> <li>Downtown Philmont is gaining momentum as a destination among regional residents</li> <li>A Merchants Association brings the business owners together in an organized format to discuss needs and opportunities while improving the business climate</li> </ul>
<b>3</b>	Establish an artisan and other workspace cooperative	<ul style="list-style-type: none"> <li>Consistent with the national Maker Movement that includes designers and entrepreneurs</li> <li>A cooperative could create a venue cash-strapped Makers to share resources</li> </ul>
<b>4</b>	Develop a tourism and branding strategy that includes marketing tools and the development of a visitors center in the study area	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>5</b>	Create a Philmont Health Association and Alternative Health Hub	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>6</b>	Sponsor Downtown Festivals that celebrate local agricultural, healing arts, and artisanal activities	<ul style="list-style-type: none"> <li>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)</li> </ul>
<b>7</b>	Foster the emerging Fine Craft Trades sector in the study area	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>8</b>	Solicit developer interest in village-controlled property along Canal Street for new professional and artisan commercial development. Include elements of Mill #4 and the sluices behind the property.	<ul style="list-style-type: none"> <li>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.</li> </ul>

**9**

Develop micro-hydro power at Summit Dam location and watercourse drops as a locally created shared, energy source and network

- Throughout the outreach process, residents consistently identified developing micro-hydro at the Summit Dam as a renewable source of energy a priority.
- The hydropower feasibility study conducted as a Special Study of the Nomination supports developing micro-power at the Dam as a sustainable and renewable source of energy.

**10**

Submit Application for a BOA Step 3 – Implementation Strategy

- Numerous activities must be continued and/or initiated to further redevelopment activities within the study area.
- Additional funding and technical resources will be necessary to achieve implementation
- An application to advance to a BOA Step 3 would identify several necessary engineering and planning documents required to prepare selected sites shovel-ready to encourage private/public investments in the study area.

## Section End Notes

<sup>1</sup> Although Summit Lake is considered a key redevelopment opportunity in the BOA, it was not included in this analysis below as a special study was completed to understand its unique limitations

<sup>2</sup> Personal Communication with Tom Paino, Steering Committee Member

<sup>3</sup> Personal Communication with Larry Ostrander and Michael Scheller

<sup>4</sup> Personal Communication with Larry Ostrander and Michael Scheller

<sup>5</sup> Village of Philmont WWTF Disinfection Engineer's Report

<sup>6</sup> Personal Communication with Larry Ostrander and Michael Scheller

<sup>7</sup> 2003 Philmont Comprehensive Plan

<sup>8</sup> [www.columbiacountyny.com/future-of-pine-haven/home](http://www.columbiacountyny.com/future-of-pine-haven/home)

<sup>9</sup> Local-sourced food markets in the U.S. are growing at near 10% annually, with New York and California leading the charge. Relative to the rest of the country, New York State has seen the largest percentage rise of winter-season farmer's markets.

<sup>10</sup> United States Department of Agriculture.

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

<sup>12</sup> [www.columbiafair.com](http://www.columbiafair.com)

<sup>13</sup> <http://www.hvadc.org>

<sup>14</sup> 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.

<sup>15</sup> Cornell Program on Applied Demographics

<sup>16</sup> <http://hudsonfirst.com/2013site/>

<sup>17</sup> 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.

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

<sup>19</sup> 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

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

<sup>21</sup> 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>)

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

<sup>23</sup> 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)

<sup>24</sup> 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>

<sup>25</sup> [www.freecolumbia.org/](http://www.freecolumbia.org/)

<sup>26</sup> <http://www.artscolumbia.org/>

<sup>27</sup> [artschoolofcolumbiacounty.org](http://artschoolofcolumbiacounty.org)

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

<sup>29</sup> <http://www.performcolumbia.com/>

# Key Findings & Recommendations

## 4

Summit Mill at its southwest corner

Photo courtesy of Steve Benson

### A. Strategic Sites

As part of the planning process, the Executive Steering Committee identified seventeen strategic sites within the Summit Lake and Its Watercourse Study Area. These sites include potential brownfields, abandoned, vacant or underutilized properties. In addition, some sites may contain active businesses. In those instances, the Committee wished to include the property to provide assistance to the existing businesses to remain or expand, if desired.

Table 4-1 provides a listing of the seventeen properties identified by the Committee as strategic sites. The parcels, which range from under a half-acre to over 24 acres, include Summit Lake, former mills, and several commercial properties. The properties were selected based upon information collected concerning known environmental concerns based on their past or current uses, critical acreage or location, and underutilization. These parcels present a unique opportunity for the Village – while they may or may not have past or present contamination, they also lie within the geographically-advantaged Study Area.

It is envisioned that these sites will greatly contribute to the Philmont BOA vision of a thriving community and vibrant destination. The status of these sites is important for identifying current challenges and future opportunities for development, redevelopment or business retention and/or expansion.

#### Chapter Contents

- A. Strategic Sites
- B. Priority Site Redevelopment Scenarios
- C. Priority Next Steps
- D. Implementation Plan

Table 4-1: Strategic Sites					
Map ID	Parcel Name	Parcel Tax Number	Acres	Property Class	Ownership
Sub-Area 1: Lake					
1	Lakeside Drive; Summit Lake	113.9-3-82	24.80	822 - Water supply	Village of Philmont
2	Lakeside Drive; Community Center	113.13-2-17	1.50	591 - Playground	Village of Philmont
3	Lakeside Drive; Playground	113.13-2-18	0.06	591 - Playground	Village of Philmont
Sub-Area 2: Canal Street Mill					
4	Canal Street; Aken Knitting Mill #3	113.13-1-57.200	0.88	651 - Highway gar	Village of Philmont
5	Elm Street Extension	113.13-1-26.100	0.49	330 - Vacant comm	Village of Philmont
6	Elm Street Extension	113.13-1-26.200	0.44	330 - Vacant comm	Village of Philmont
7	Canal St.-off	113.13-1-57.111	1.00	692 - Road/str/hwy	Village of Philmont
Sub-Area 3: Summit Mill					
8	27 Summit Street; Summit Mill	113.13-1-54	1.00	710 - Manufacture	Eleanor Ambos Foundation Inc.
Sub-Area 4: Bus Depot and Train Trestle					
9	165 Main Street; Bus Depot	113.9-3-81	2.30	449 - Other storage	Michael S Johnston
10	Main Street; Former Rail Bed	113.9-3-54.200	0.04	692 - Road/str/hwy	Village of Philmont
11	Train Trestle (location only)	NA	NA	NA	State of New York
	Linear Connector: Harlem Valley Rail Trail (proposed)				
Sub-Area 5: Downtown					
12	56 Main Street; Former Hilltop Hotel	113.13-1-4	0.50	411 - Apartment	Faraz Khan
13	116 Main Street; Philmont Market and Café Coop	113.9-2-48	0.81	484 - 1 use sm bld	PBI, Inc.
14	11 Elm Street	113.13-1-29	0.40	465 - Prof. bldg.	MEKN Holding Corp
15	120 Main Street; Former Key Bank Building	113.9-2-50	0.08	461 - Bank	Key Bank /CoreLogic Comm Tax Serv
16	127 Main Street	113.13-2-8	0.44	220 - 2 Family res	Eric P Keyser
17	164 Main Street Empire House	113.9-3-46	0.31	534 - Social org.	Eleanor Ambos

Source: Columbia County Assessor

## B. Priority Site Redevelopment Scenarios

Once the list of strategic sites had been finalized, the Steering Committee focused on selecting priority sites whose redevelopment has the potential to serve as a catalyst for area-wide change. The Committee ranked each property based on the following nine criteria.

1. Is the site vacant?
2. Is the site underutilized?
3. Is the site publicly-owned?
4. Does the site occupy a highly visible and valuable location?
5. Can the site stimulate adjacent revitalization / investment within the BOA?
6. Does the site provide potential to increase social interaction opportunities?
7. Is the site large enough to accommodate uses desired within the Vision and Goals of the BOA?
8. Does the site require brownfield investigation or remediation based on previous uses?
9. Does redevelopment of the site have community support?

A copy of the ranking sheet used by the Executive Steering Committee, including the average Committee score for each site is provided in Table 4-2: Philmont Strategic Sites Selection Criteria.

The strategic sites that received a score of 130 or above were identified by the Committee as priority sites. The list of priority sites includes:

- Summit Lake
- Lakeside Drive (Playground)
- 120 Main Street (Former Key Bank)
- Train Trestle/former Rail Bed
- Elm Street Extension properties
- 27 Summit Street (Summit Mill)
- 164 Main Street (Empire House)

Table 4-2: Philmont Strategic Sites Selection Criteria		1. Lakeside Drive Summit Lake	2. Lakeside Drive Community Center	3. Lakeside Drive Playground	4. Canal St. Aken Knitting Mill #3	5. Elm St. Extension	6. Elm St. Extension	7. Canal St.-off	8. 27 Summit St. Summit Mill	9. 165 Main St. Bus Depot	10. Main St. Former Rail Bed	11. Train Trestle (location only)	12. 56 Main St. Former Hilltop Hotel	13. 116 Main St. Philmont Market and Café Coop	14. 11 Elm St.	15. 120 Main St. Former Key Bank	16. 127 Main St.	17. American Legion (Empire House)
1 Is the site vacant?																		
Yes:	20 points																	
No:	0 points																	
2 Is the site underutilized?																		
Yes:	10 points																	
Partially:	5 points																	
No:	0 points																	
3 Is the site publicly-owned?																		
Yes:	20 Points																	
No:	0 Points																	
4 Does the site occupy a highly visible and valuable location?																		
Highly visible:	20 Points																	
Moderately Visible:	10 Points																	
No:	0 Points																	
5 Can the site stimulate adjacent revitalization/investment within:																		
5 years:	20 Points																	
10 years:	10 Points																	
20 years:	5 Points																	
Greater than 20 years:	0 Points																	
6 Does the site provide potential to increase social interaction opportunities?																		
Yes:	20 Points																	
Maybe:	10 Points																	
No:	0 Points																	
7 Is the site large enough to accommodate uses desired within the Vision and Goals of the BOA?																		
Yes:	20 Points																	
Maybe:	10 Points																	
No:	0 Points																	
8 Does the site require brownfield investigation or remediation based on previous uses?																		
Yes:	0 Points																	
Maybe:	10 Points																	
No:	20 Points																	
9 Does redevelopment of the site have community support?																		
Yes:	20 Points																	
Maybe:	10 Points																	
No:	0 Points																	
Average Committee Score		Total Score 149	Total Score 133	Total Score 138	Total Score 123	Total Score 130	Total Score 132	Total Score 121	Total Score 130	Total Score 92	Total Score 130	Total Score 132	Total Score 120	Total Score 121	Total Score 91	Total Score 137	Total Score 88	Total Score 130

To help articulate the desired vision of redevelopment within the Philmont BOA, several concept plans were developed. These plans were created using information collected during the first public Open House, from stakeholders, and the on-the-ground knowledge of the Steering Committee. The concepts were then vetted with the Steering Committee and the general public during the second Open House.

### Lakeshore Park and Community Center Enhancement Plan



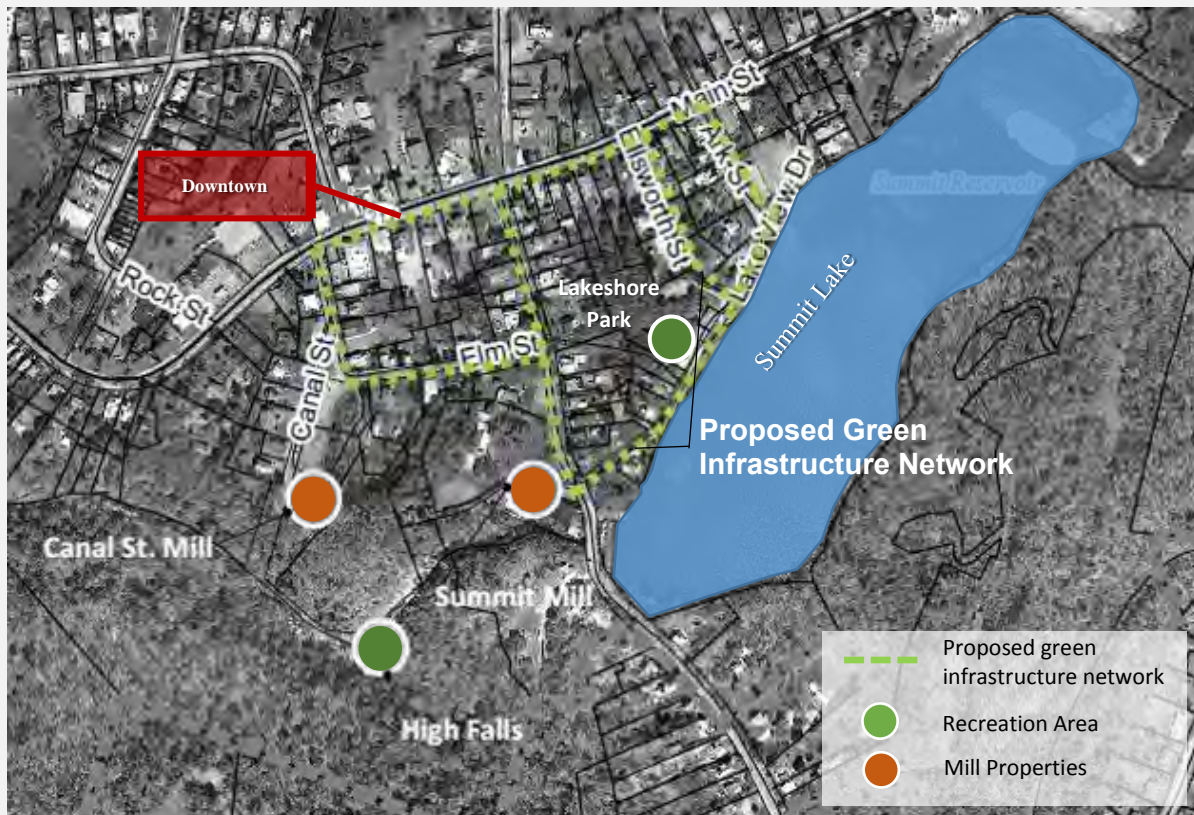
A view of the Concept Plan. The full plan is shown on the following page as Figure 4-A.

The Lakeshore Park and Community Center is a tremendous opportunity to transform this community waterfront amenity into an even greater asset through strategic enhancements. The concept plan, shown on the following page, would expand the community center building by approximately 800 square feet for additional community uses. Lake Drive would be closed in front of the community center to create a more pedestrian friendly zone between the community center building and the waterfront. A new canoe and kayak launching dock would be created while the existing beach would be expanded.

On the small hill on the other side of Lakeside Drive, a new adventure play area would be constructed that would take advantage of the existing slope. Other improvements to the site would include a walking trail with educational kiosks, a walking trail connection to Elm Street, and enhancements to the existing parking area. Implementation of this concept plan will help improve the quality of life in Philmont by providing additional recreational opportunities. This in turn, will help revitalize and grow the village and BOA area by supporting nearby property values and helping to attract new residents and businesses.

Figure 4-A: Lakeshore Park and Community Center Concept Plan



**Figure 4-B: Green Infrastructure Concept Plan**

Local communities and regions across the country are beginning to implement a wide array of new “green infrastructure” measures, which retain and treat stormwater where it falls instead of relying on traditional, concrete-based systems largely underground. Philmont has an opportunity to integrate many of these features in a manner that not only addresses frequent pooling from run-off, but also to aesthetically improve the public realm and educate the public about the benefits of green infrastructure with a variety of techniques such as rain gardens, grass paver parking lots, and bioswales. The images to the right illustrate how some these techniques can improve the aesthetics of the street network while address runoff. Note that green infrastructure elements will need to be designed as appropriate for the steep slopes found in the area.

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

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

*Rain Gardens**Rain Gardens**Permeable Pavement*

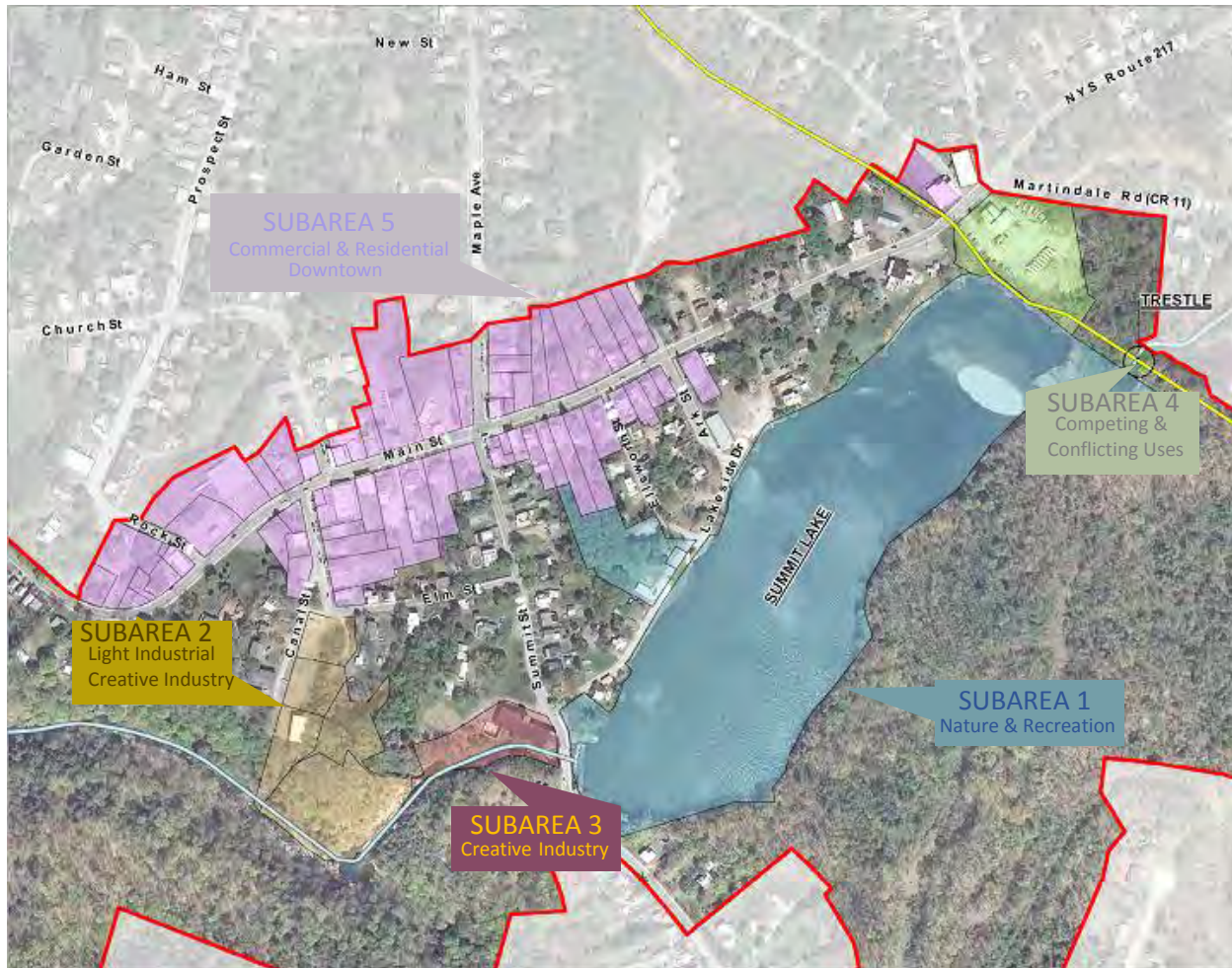
### Figure 4-C: Canal Street Mill Concept

The Canal Street Mill Concept Plan presents a vision for the redevelopment of the cluster of properties that includes the remnants of Mill #4 and the sluices that powered the Village's growth. The concept plan includes a new building at Elm Street and Canal Street to be used for fine craftsman, light industrial, alternative health care, or Class A office space. It would also see the expansion of an existing building of 2,000 square feet. Recreational enhancements associated with the site would include a Mill Pond perimeter boardwalk overlook, interpretive signage, and mill remains left as an artistic tribute to the site's industrial heritage.



Once the overall concept plans were in place, the Steering Committee focused on five subareas, which are illustrated in Figure 4-D.

**Figure 4-D: Subarea Framework Map**



Map Credit: PBI, Inc.

Subarea 1 is distinguished by Summit Lake as the central BOA catalyst, with a community center, playground, the shoreline and the waterfront. Proposals for this area aim to enhance these existing assets to meet the community's vision for increased recreational activities and new businesses. Subarea 2 consists of two vacant properties, totaling nearly one acre owned by the Village of Philmont, containing remnants and watercourse artifacts of a historic mill (Mill #4). Proposals for this area aim to support current zoning while providing new construction development opportunities for light industrial, manufacturing, housing, and artisan production, and for the area to serve as a connector between the subareas. Subarea 3 consists of a 1.0-acre site of a vacant mill zoned for manufacturing and eligible for the State's Historic Listing. Subarea 4 is largely defined by a former rail bed and trestle identified by the Harlem Valley Rail Trail Association as the planned entry for the rail trail connecting from Hillsdale as a section of the 46-mile trail originating at Wassaic Station in Dutchess County. Finally, Subarea 5 is the heart of the Main Street corridor (aka Rt. 217) consisting of mixed-use storefronts, commercial, residential properties, local government offices, and public parks.

SUBAREA	EXISTING CONDITIONS	AREA GOALS
<b>SUBAREA 1</b> Nature & Recreation	<p><b>Ecologically deteriorated</b> watershed, lake and shoreline &amp; growth of delta</p> <p>DEC <b>Conservation District</b> and shoreline buffer zone</p> <p>Center of recreational activities &amp; <b>natural resources</b></p>	<p><b>Promote Summit Lake's unique role</b> in founding of Philmont as an innovative and dynamic mill village.</p> <p><b>Increase ecological resilience</b> and <b>restore water quality</b> throughout the watercourse for recreational use</p> <p><b>Develop waterfront</b> for healthy living activities and <b>business growth</b></p> <p>Develop <b>micro-hydro</b> at dam location</p>
<b>SUBAREA 2</b> Light Industrial Creative Industry	<p><b>Vacant land parcels</b> of former industrial Mill#4</p> <p>Canal Street Mill – <b>vacant</b></p> <p>Historical <b>artifacts of watercourse canals &amp; shunts</b></p> <p>Co-working furniture &amp; carpentry space <b>housed in former Mill#3</b></p>	<p><b>Create</b> historic interpretive park near site of Mill #4</p> <p><b>Define uniform land use</b> conducive to housing growth and neighborhood development</p> <p>Develop new construction of artisan plaza to expand light industrial and creative industries</p>
<b>SUBAREA 3</b> Light Industrial Creative Industry	<p>Summit Mill - vacant 1.0-acre <b>site eligible for state historical listing</b></p> <p>Mill housed <b>original hydro turbine</b>. Site includes shale constructed picker house</p>	<p><b>Restore and repurpose historic mill</b></p> <p><b>Develop heritage tourism</b> for mills and canal watercourse with interpretative signage</p> <p><b>Create</b> Historic Mill District</p>
<b>SUBAREA 4</b> Competing & Conflicting Land Uses	<p><b>Bulk storage facility</b> for school bus transport facility</p> <p>Former rail bed &amp; train trestle</p> <p><b>Proposed entry of HVRT</b> at trestle</p>	<p>Develop an appropriate <b>connector</b> to <b>Harlem Valley Rail Trail</b></p> <p><b>Develop a looped nature trail network</b> throughout study area.</p>
<b>SUBAREA 5</b> Commercial & Residential Downtown	<p><b>Active</b> Main Street Program</p> <p>Residential with growing cluster of mixed-use, commercial businesses, govt. offices, farm-to-table restaurants, commercial kitchens, &amp; cafes</p>	<p><b>Continue</b> Main St. Program, develop storefront retail, and accommodations</p> <p>Support <b>local production systems</b> to create innovative sectors</p> <p>Sustain <b>historic downtown</b></p>

The following pages provide an overview of the proposed redevelopment scenarios for each of the five subareas, as well as marketing slip sheets for the priority sites located within each of the subareas.

**Figure 4-E: Subareas and Priority Sites Map**



Map Credit: PBI, Inc.

## Subarea 1: Redevelopment Scenario for Summit Lake

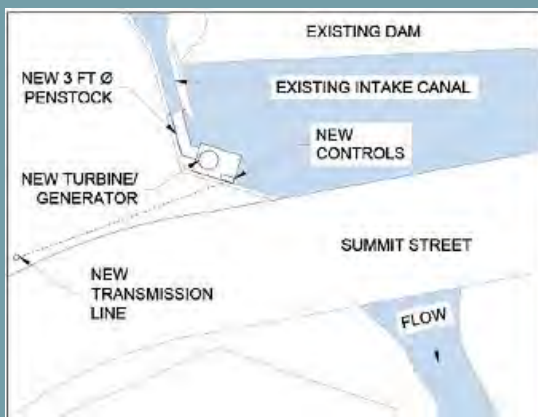


*Image of Strategic Site 1: Summit Lake*

**Proposal:** Mechanical and/or hydraulic dredging of Summit Lake. Design a stormwater system to capture a large percentage of the sediment from runoff utilizing low-impact and natural techniques before it enters the lake. This will improve the water quality and environmental condition of the channels leading into the lake.

Habitat restoration aimed at water-related recreation, tourism, and a trail connector developed to service the proposed entry of the Harlem Valley Rail Trail at the easterly inlet.

Redevelopment of historic use of water-power hydro utilizing Summit Dam, and the 2<sup>nd</sup> historic dam located above High Falls, a 150ft waterfall located in the Columbia Land Conservancy.



**Key Findings:** Restoration of Summit Lake is feasible if grant funding and agency partnerships can assist pre-development planning and implementation. The lake would benefit from removal of excess silt and sediment and potentially deepening to help create a more resilient water body as well as installation of other best management practices. The restoration plan for the lake should also consider enhancing adjacent stream and wetland areas to better retain sediment that could be more easily be removed on a regular basis (e.g., establish a sedimentation basin near the mouth of the creek, just above the lake and provide equipment access) and provide naturalized enhancements through appropriate wetland and other plantings for nutrient management.



A watershed protection strategy would reduce erosion and sedimentation through well-accepted methods including farms located in the watershed engaging whole farm planning, sound forest management and timber harvesting methods, and improved roadside drainage corridor management and identification and elimination of identified pollution sources.



**Key Findings:** As Strategic Sites 2 & 3 sites are owned by the Village of Philmont they provide greater control of redevelopment.

## Subarea 1 – Priority Site Summit Lake

### Summit Lake

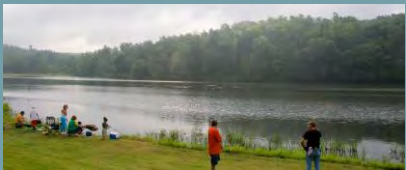


Photo Credits: Steve Benson

**Address:** Lakeside Drive (Summit Lake)

**Strategic Site:** 1

**Ownership:** Public

**Parcel Number:** 113.9-3-82

**Total Area:** 24.80 acres

**Current Zoning:** 822 Water Supply

**Current Use:** Water body

### Profile

Summit Lake is a 21-acre publically owned water body.

### BOA Goals and Recommendations Addressed

#### Historic & Cultural Resources

*Goal 1: Recognize Summit Lake and its watercourse unique role in the founding of Philmont as an innovative and dynamic mill village.*

#### Nature and Recreation

*Goal 1: Develop opportunities to connect the Lake and its Watercourse with surrounding natural resources and neighboring communities.*

*Goal 2: Promote the Summit Lake waterfront and natural areas to stimulate sustainable economic development and enhance healthy living activities.*

*Goal 3: Increase ecological resilience of the Lake, its Watercourse, and surrounding landscapes.*

- N&R-2: Create a Lake Protection Ordinance
- N&R-7: Restore water quality throughout the Watercourse to meet swimming and fishing standards in Summit Lake
- N&R-8: Remove trash and junk from the watercourse and its banks

#### Business & Economic Development

*Goal 2: Explore ways to leverage and promote Philmont's natural resources, including the Lake and its Watercourse for environmentally sustainable economic development.*

- B&ED-9: Develop micro-hydro power at Summit Dam location and watercourse drops as a locally created shared, energy source

### Potential Uses

Potential uses include water-related recreation, tourism, and micro-hydro power.

### Potential Next Steps

- Zoning restrictions (and other land development controls)
- Private septic system and stormwater inventories (and possible future improvements)
- Mechanical and/or hydraulic dredging project
- Habitat restoration and/or enhancement
- Annual maintenance protocols
- Dam maintenance and safety

## Subarea 1 – Priority Sites

### Lakeside Drive Community Center and Playground



*Photo Credits: Elan*

**Address:** Lakeside Drive

**Priority Sites:** 2 and 3

**Ownership:** Public

**Parcel Number:** 113.13-2-17 and 113.13-2-18

**Total Area:** 1.56 acres

**Current Zoning:** 591 Playground

**Current Use:** Community Center and Playground

#### Profile

Lakeshore Park, where the community center and playground are located, is the key public access point to Summit Lake. The Village of Philmont owns and operates the park as one of the community's most significant assets.

#### BOA Goals and Recommendations Addressed

*Goal 1: Develop opportunities to connect the Lake and its Watercourse with surrounding natural resources and neighboring communities.*

#### Nature and Recreation

*Goal 1: Develop opportunities to connect the Lake and its Watercourse with surrounding natural resources and neighboring communities.*

*Goal 2: Promote the Summit Lake waterfront and natural areas to stimulate sustainable economic development and enhance healthy living activities.*

*Goal 3: Increase ecological resilience of the Lake, its Watercourse, and surrounding landscapes.*

- N&R-9: Restore Lakeshore Park, Community Center and the Lake waterfront as a focal point for community gathering, nature and recreation

#### Potential Uses

- Primary community waterfront access; enhanced recreation offerings.

#### Potential Next Steps

- Expand and remodel Community Center to include small community venture and expanded elementary school activities
- Develop interpretive signage for flora and fauna water resource, mill and water power history, etc. for summer and after school education programs geared to elementary age children
- Reprogram playground for "Adventure Play" with programs designed to encourage children to play and build creatively
- New beach access and canoe/kayak boat launch
- New connection to Elm Street, through to Canal Street

## Subarea 2: Redevelopment Scenario



*Redevelopment of Subarea 2 includes the revitalization of Strategic Sites 5 and 6*



**Proposal:** Long-term economic development opportunities for new construction of mixed-use, light industrial, manufacturing, and artisan production and culture. The concept plan includes a mixed-use new building at Elm Street and Canal Street to be used for fine craftsman, light industrial, alternative health care, or Class A office space, and housing.



**Key Findings:** Strategic Sites 5 and 6, located along the Elm Street extension, are owned by the Village of Philmont they provide greater control of redevelopment and offer opportunities for the Village to provide incentives to attract private developers, including leasing the land for new construction and initiating downtown revitalization funding. Land use offers the potential to create connectors from Summit Lake via Elm St. for the HVRT trail to connect to the downtown.

Recreational enhancements associated with sites could include a Mill Pond perimeter boardwalk overlook, interpretive signage, and mill remnants left as an artistic tribute to the site's industrial heritage.

## Subarea 2 – Priority Sites Elm Street Extension

### Elm Street Extension Properties



**Address:** Elm Street Extension

**Strategic Sites:** 5 & 6

**Ownership:** Village of Philmont

**Parcel Number:**

113.13-1-26.100

113.13-1-26.200

**Total Area:** 0.93 acres

**Current Zoning:** 330 – Vacant comm

**Current Use:** Vacant

### Profile

These two vacant properties totaling nearly one acre are owned by the Village of Philmont and could be used for new development.

### BOA Goals and Recommendations Addressed

#### Housing & Neighborhood Development

*Goal 1: Define uniform land use conducive to housing growth and neighborhood development*

*Goal 3: Support efforts to conserve and improve the Village's housing stock, including historic properties*

- H&ND 1: Create a Village appointed Housing & Neighborhood Development Task Force
- H&ND 5: Develop a housing plan to address current deficits in the study area

#### Business & Economic Development

*Goal 4: Promote community revitalization and economic development while preserving natural and historic resources*

### Potential Uses

Potential uses could include new infill housing development, artisan space, or commercial redevelopment in alignment with the goals of the BOA.

### Potential Next Steps

- Consider “packaging” the properties with the adjacent Aken Knitting Mill #3 as a single development opportunity
- Solicit developer proposals through an RFP process.
- Consider selling land below market value to incentivize development

**Subarea 3: Redevelopment Scenario**

*Strategic Site 8: The Historic Summit Mill*

**Proposal:** Develop incentives to assist the current owner to continue restoring the Summit Mill, including possible use of Historic Tax Credits as the mill is eligible for the State Listing of Historic Places, and possible eligibility for the New Market Tax Credits program.

**Key Findings:** Zoned for manufacturing and light industrial the one-acre footprint provides excellent opportunities for repurposing the property to support the BOA vision and market analysis findings, including, a mix of uses such as an event space, health hub, Class A office space, artisan and cultural production, or similar independent workers' initiatives.



## Subarea 3 – Priority Site 27 Summit Street

### Former Summit Mill



**Address:** 27 Summit Street

**Strategic Site:** 8

**Ownership:** Eleanor Ambos  
Foundation Inc.

**Parcel Number:**

113.13-1-54

**Total Area:** 1.0 acre

**Current Zoning:** 710 Manufacture

**Current Use:** Vacant

### Profile

This historic mill is current vacant but features historic architecture and is a good opportunity for redevelopment. The building is eligible for inclusion on the State Listing of Historic Places.

### BOA Goals and Recommendations Addressed

#### Historic & Cultural Resources

*Goal 2: Preserve and enhance the historic spaces and places of the study area*

*Goal 3: Attract cultural resources to stimulate social and economic collaboration*

- H&CR 3: Create a Historic Mill District as recommended in the 2003 Comprehensive Plan
- H&CR 6: Use the plan's inventory of historic places, structures and buildings to create a walking tour with interpretative signage
- H&CR 8: Work cooperatively with the Summit Mill owner to re-purpose the building

### Potential Uses

The building could be used for a mix of uses, including events, a health space, or space for a variety of artisan, craft workers, and similar independent workers.

### Potential Next Steps

- Consider incentives to help the property owner restore the building
- Work collaboratively with property owner on redevelopment

## Subarea 4: Redevelopment Scenario



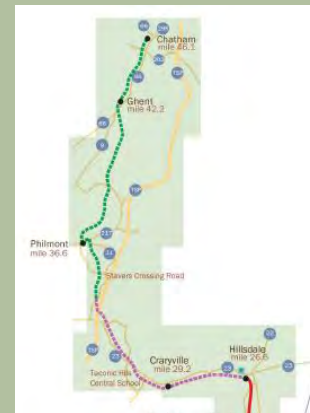
*Strategic Sites 10 and 11, the train trestle and former rail bed, are located in Subarea 4*

**Proposal:** Develop and restore to repurpose the former Harlem Valley rail bed and train trestle for the proposed Harlem Valley Rail Trail, and network of looped trails in the BOA in association with the Columbia Land Conservancy to provide connector from the trestle to Summit Lake, shorelines, connecting the waterfront to the downtown.

**Key Findings:** Train trestle provides entry to the BOA for the proposed HVRT continuing 46.1 miles of rail bed trails originating at Wassaic Station in Dutchess County.

“For many years, the Harlem Valley Rail Trail Association has envisioned creating a rail trail connection through the Village of Philmont as part of a project that will ultimately connect the Metro North Station in Wassaic and Chatham. This 46-mile rail trail, now nearly half completed, is bringing significant benefits to the communities it passes through. The benefits include health and fitness opportunities for residents of all ages and abilities and economic rewards brought to the communities by low impact visitors. Philmont grew because of the railroad built through the village. A rail trail conversion will be an economic stimulus and a resource all nearby citizens can enjoy.”

Lisa DeLeeuw  
Executive Director  
Harlem Valley Rail Trail Association, Inc



## Subarea 4 – Priority Site Train Trestle / Former Rail Bed

### Train Trestle/Former Rail Bed



Address: NA

Strategic Site: 10; 11

Ownership: Public (Village; NYS)

Parcel Number: 113.9-3-54.20

Total Area: NA

Current Zoning:  
Road/street/highway

Current Use: Vacant rail corridor



### Profile

The historic train trestle and rail bed are no longer in active use by the railroad.

### BOA Goals and Recommendations Addressed

#### Historic & Cultural Resources

*Goal 2: Preserve and enhance the historic spaces and places of the study area.*

- H&CR-6: Use the plan's inventory of historic places, structures and buildings to create a walking tour with interpretative signage

#### Nature & Recreation

*Goal 1: Develop opportunities to connect the Lake and its Watercourse with surrounding natural resources and neighboring communities.*

- N&R-3: Develop a looped nature trail network throughout the study area
- N&R-4: Develop an appropriate connector to the Harlem Valley Rail Trail

### Potential Uses

Potential uses include a new recreational trail that allows people to experience the natural beauty of Summit Lake and its surrounding natural areas while enhancing connectivity between the community and recreation and open space areas.

### Potential Next Steps

- Work with the Harlem Valley Rail Trail Association, Columbia Land Conservancy, and the NYS Office of Parks, Recreation and Historic Preservation to create a connector to the Harlem Valley Rail Trail
- Pursue funding for the trail project. Explore grant sources

## Subarea 5: Redevelopment Scenario



*Strategic Site 15: Former Key Bank Branch*

**Proposal:** Repurpose of a former Key Bank branch to support the BOA vision for the continued revitalization of the Main Street. Work with the current owner to explore short-term temporary uses such as co-working retail space for local artisans.

**Key Findings:** Former Key Bank branch closed in 2016. Historic property located in the heart of the downtown at the intersection of Main St and Maple Avenue in the General Business zoning district.



*Strategic Site 17: Historic Empire House*



*Historic Empire House*

**Proposal:** Develop incentives to assist current owner to restore mid-to-late 1800's train depot hotel building. Develop a reapplication to the State Historic Preservation Office for eligibility of Historic Tax Credits dependent on the removal of the 1970's cement block construction of west wing extension, returning building to its Main Street historic context. End use occupancy to be considered for affordable B&B and/or hostel to service the area's growing demand for convention and event hospitality industries.

**Key Findings:** Located directly adjacent to the proposed HVTR, the redevelopment of this site offers reuse potential to service the Hudson Valley regional tourism market generating \$3.2B in traveler spending in 2012. 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.

Subarea 5 – Priority Site  
120 Main Street

120 Main Street



Address: 120 Main Street

Strategic Site: 15

Ownership: Private

Parcel Number: 113.9-2-50

Total Area: 0.08 acres

Current Zoning: 461 Bank

Current Use: Vacant, former bank

**Profile**

120 Main Street is a vacant building in the Village's downtown area that was formerly home to a KeyBank branch.

**BOA Goals and Recommendations Addressed**

Business & Economic Development

*Goal 4: Promote community revitalization and economic development while preserving natural and historic resources.*

- B&ED 1: Create a Village appointed Business & Economic Development Task Force
- B&ED 2: Establish a Downtown Merchants Association
- B&ED 3: Establish an artisan and other workspace cooperative
- B&ED 5: Create a Philmont Health Association and Alternative Health Hub

**Potential Uses**

Potential uses could include commercial redevelopment or community uses. The building can be explored for potential uses identified in BOA recommendations including artisan and workspace cooperative, Alternative Health Hub, or space related to the emerging Fine Craft Trades sector.

**Potential Next Steps**

- Assist in marketing the property to potential buyers/tenants
- Explore the suitability for community uses
- Work with the owner to explore short-term temporary uses for the building such as retail space for local artisans

## Subarea 5 – Priority Site

### 164 Main Street

#### 164 Main Street (Empire House)



**Address:** 164 Main Street

**Strategic Site:** 17

**Ownership:** Eleanor Ambros

**Parcel Number:**

113.9-3-46

**Total Area:** 0.31 acres

**Current Zoning:** 534 – Social org.

**Current Use:** Vacant

#### Profile

This Empire House is a historic building on Main Street that is currently vacant.

#### BOA Goals and Recommendations Addressed

##### Historic & Cultural Resources

*Goal 2: Preserve and enhance the historic spaces and places of the study area*

#### Potential Uses

The building could be used for a range of uses such housing, artisan space, or other public or private uses.

#### Potential Next Steps

- Consider incentives to help the property owner restore the building
- Work collaboratively with property owner on redevelopment

## C. Priority Next Steps

As outlined in the proposed FY 2019 New York State Executive Budget Transportation Economic Development and Environmental Conservation Article VII legislation, the following have been identified as eligible pre-development activities under the BOA Program:

- Development and implementation of marketing strategies;
- Development of plans and specifications;
- Real estate services;
- Building condition studies;
- Infrastructure analyses;
- Zoning and regulatory updates;
- Environmental, housing and economic studies, analyses and reports;
- Public outreach;
- Building of local capacity; and,
- Other activities as determined by the secretary.

The Committee reviewed the Framework Plans outlined in Sections 3 and 4, as well as the Vision, Goals and Recommendations and identified that the following sites would benefit from additional testing and / or pre-development activities:

### Additional Testing

- Strategic Site 5: Elm Street Extension
- Strategic Site 6: Elm Street Extension
- Strategic Site 10: Former Rail Bed
- Strategic Site 11: Train Trestle

### Pre-Development Activities:

- Strategic Site 1: Summit Lake
- Strategic Site 2: Community Center
- Strategic Site 3: Playground
- Strategic Site 4: Aiken Knitting Mill #3
- Strategic Site 5: Elm Street Extension
- Strategic Site 6: Elm Street Extension
- Strategic Site 7: Canal Street

## **D. Implementation Plan**

The Village of Philmont has made a substantial commitment to the community, property owners and other stakeholders by undertaking this effort. In order for this strong commitment to have a positive impact, it is critical for recommended actions be implemented.

To assist in the implementation, an Implementation Matrix was developed to identify an implementation leader, partners, possible funding sources and a prioritized implementation schedule. The matrix is provided on the following pages, organized around the four overarching categories:

- Historic and Cultural Resources
- Nature & Recreation
- Housing & Neighborhood Development
- Business & Economic Development

Historic & Cultural Resources

Recommendations	Project Champion	Potential Partners	Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	Potential Funding Opportunities
Historic & Cultural Resources								
H&CR 1: Create a Village-appointed Historic & Cultural Resources Task Force	Village of Philmont	Columbia County Historical Society Columbia Economic Development Corp Columbia County Tourism	X					NYS DOS Step 3 BOA - Pre-development activity to build local capacity
H&CR 2: Become a Certified Local Government (CLG) to obtain technical assistance and fund development of a local preservation ordinance	Village of Philmont	New York, the State Historic Preservation Office (SHPO			X			New York, the State Historic Preservation Office (SHPO)
H&CR 3: Create a Historic Mill District as recommended in the 2003 Comprehensive Plan	Village of Philmont	Philmont ZBA landowners in the proposed district NYSOPRHP			X			New York's State Historic Preservation Office (SHPO), William Pomeroy Foundation
H&CR 4: Create a dedicated local history collection at the Philmont Public Library	Philmont Public Library	Historical Society			X			Community foundations
H&CR 5: Sponsor events that celebrate the Historic Mill District	Historic & Cultural Resources Task Force	Chamber of Commerce local businesses			X			Local businesses, community foundations
H&CR 6: Use the plan’s inventory of historic places, structures and buildings to create a walking tour with interpretative signage	Historic & Cultural Resources Task Force	Milestone Heritage Consulting				X		Hudson River Valley Greenway grant program; local businesses, County Tourism Department, Chamber of Commerce William Pomeroy Foundation
H&CR 7: Create a historic interpretive park near the site of Mill #4	Village of Philmont	Milestone Heritage Consulting, Historical Society		X				Office of Parks, Recreation, and Historic Preservation William Pomeroy Foundation
H&CR 8: Work cooperatively with the Summit Mill owner to re-purpose the building	Village of Philmont	Village of Philmont Code Enforcement Officer, Eleanor Ambos					X	Land owners

Nature & Recreation

Recommendations	Project Champion	Potential Partners	Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	Potential Funding Opportunities
Nature & Recreation								
N&R 1: Create a Village appointed Nature & Recreation Task Force	Village of Philmont	Columbia Land Conservancy Columbia County Tourism	X					NYS DOS Step 3 BOA - Pre-development activity to build local capacity
N&R 2: Create a Lake Protection Ordinance	Village of Philmont	Philmont Planning Board & ZBA	X					Hudson River Valley Greenway Municipal Grant program
N&R 3: Develop a loop trail network throughout the District	Village of Philmont, Nature and Recreation Task Force	Columbia Land Conservancy			X			NYS Office of Parks, Recreation, and Historic Preservation Private community and regional foundations Hudson River Valley Greenway Trail Grant program
N&R 4: Develop an appropriate connector to the Harlem Valley Rail Trail	Village of Philmont	Harlem Valley Rail Trail Association Columbia Land Conservancy Office of Parks, Recreation and Historic Preservation					X	Hudson River Valley Greenway Trail Grant program Private community and regional foundations NYS Office of Parks, Recreation, and Historic Preservation National Parks Community Trail Assistance Program
N&R 5 Adopt resilient and sustainable principles for all municipal projects	Village of Philmont	Village Engineer Village Building Inspector Climate Smart Communities			X			New York State Environmental Facilities Corporation Clean Energy Communities Program
N&R 6: Incorporate public right of way Green Infrastructure components throughout the study area in compliance with NYS environmental regulations. Measures must take into account the BOA study area narrow and sloped public right of ways and may require appropriate expertise	Village of Philmont	Village Engineer Consultant familiar with sloped topography				X		
N&R 7: Restore water quality throughout the Watercourse to meet swimming and fishing standards in Summit Lake	Village of Philmont, Nature and Recreation Task Force	Philmont Beautification, Inc. Ulster County Soil and Water NYS/DOS Riverkeeper	X					Hudson River Estuary Program of NYS Department of Environmental Conservation, local stewardship and watershed grant programs NYS/DOS
N&R 8: Removal of trash and junk from the watercourse and its banks	Village of Philmont, Nature and Recreation Task Force	local landowners and businesses, the Columbia Land Conservancy, Local volunteer organizations such as scout and outdoor clubs					X	Local businesses and organizations
N&R 9: Restore Lakeshore Park, Community Center, and the Lake waterfront as a focal point for community gathering, nature and recreation	Village of Philmont	Nature & Recreation Task Force	X					New York State Office of Parks, Recreation and Historic Preservation; NYS Department of State Local Waterfront Revitalization Program, community foundations

Housing & Neighborhood Development

Recommendations	Project Champion	Potential Partners	Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	Potential Funding Opportunities
Housing & Neighborhood Development								
H&ND 1: Create a Village appointed Housing & Neighborhood Development Task Force	Village of Philmont	Karen Davala Real Estate	X					NYS DOS Step 3 BOA - Pre-development activity: build local capacity
H&ND 2: Develop design and maintenance guidelines for public right of way in the study area including a Complete Street policy	Village of Philmont	Philmont Planning Board & ZBA			X			Hudson River Valley Greenway grant program
H&ND 3: Improve quality standards for rental housing in the study area	Village of Philmont	Philmont Building Department Housing & Development Task Force Philmont Beautification, Inc. Philmont Volunteer Fire Department		X				
H&ND 4: Promote educational workshops for restoration, rehabilitation and maintenance of historic housing stock	Village of Philmont	Local trades people, Columbia Opportunities			X			
H&ND 5: Develop a housing plan to address current deficits in the study area	Philmont Beautification, Inc	Housing & Development Task Force, Columbia Opportunities, FUNDING: NYS/HCR,	X					NYS DOS Step 3 BOA - Pre-development activity: housing studies, analyses and reports
H&ND 6: Encourage development of market-rate senior housing within Waterfront District	Village of Philmont	Columbia County Office for the Aging, Columbia Opportunities			X			
H&ND 7: Conduct a comprehensive review of existing zoning	Village of Philmont	Philmont ZBA Housing & Development Task Force			X			NYS DOS Step 3 BOA - Pre-development activity: zoning and regulatory updates
H&ND 8: Develop a teen center and services in the study area	Village of Philmont	Community Center, Friends of the Philmont Library			X			

Business & Economic Development

Recommendations	Project Champion	Potential Partners	Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	Potential Funding Opportunities
Business & Economic Development								
B&ED 1: Create a Village appointed Business & Economic Development Task Force	Village of Philmont	Chamber of Commerce, Columbia Economic Development Corp,	X					NYS DOS Step 3 BOA - Pre-development activity: build local capacity
B&ED 2: Establish a Downtown Merchants Association	Business & Economic Development Task Force	Chamber of Commerce					X	
B&ED 3: Establish an artisan and other workspace cooperative	Free Columbia	Business & Economic Development Task Force			X			
B&ED 4: Develop a tourism and branding strategy that includes marketing tools and the development of a visitors center in the study area	Business & Economic Development Task Force	Chamber of Commerce Columbia County Tourism		X				NYS DOS Step 3 BOA - Pre-development activity: develop and implement marketing strategies
B&ED 5: Create a Philmont Health Association and Alternative Health Hub	Business & Economic Development Task Force	Columbia green rural health			X			
B&ED 6: Sponsor Downtown Festivals that celebrate local agricultural, healing arts and artisanal activities	Business & Economic Development Task Force	Philmont Market & Cafe Co-op,				X		Art Space, Projects for Public Spaces, Citizens’ Institute on Rural Design,
B&ED 7: Foster the growing of Fine Craft Trades (custom furniture, fixtures, door, stone mason, etc)	Philmont Beautification, Inc	Business & Economic Development Task Force Philmont Community Action Neighbors (P-CAN) Local trades people		X				
B&ED 8: Solicit developer interest in village-controlled property along Canal Street for new professional and artisan commercial development. Include interpretive elements of Mill #4 and the sluices behind the property	Village of Philmont	Philmont Beautification, Inc. , Business & Economic Development Task Force, Village Engineer			X			NYS DOS Step 3 BOA - Pre-development activity: real estate services, development of plans and specifications

Recommendations	Project Champion	Potential Partners	Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	Potential Funding Opportunities
Business & Economic Development								
B&ED 9: Develop micro-hydro power at Summit Dam location and watercourse drops as a locally created shared, energy source and network	Village of Philmont	Village engineer, landowners on the watercourse, Columbia Economic Development Corporation Clean Energy Communities Program			X			New York State Energy Research and Development Authority, NYS Climate or Clean Energy funding programs Climate Smart Communities Clean Energy Communities Program
B&ED 10: Submit Application for a BOA Step 3 – Implementation Strategy	Village of Philmont	Philmont Beautification, Inc. Business & Economic Development Task Force	X					DOS, DEC

