

Policy Area V Economic Development

Goal:

Create a diversified tourism industry with a balanced mix of year-round activities that include eco-tourism and recreational venues, agri-tourism, casinos, hotels and resorts, and the cultural arts.



TOURISM

Tourism is a critical component of Sullivan County's economic base and vitality. Once noted for its resorts and hotels and as a vacation destination, inexpensive airfares to more exotic destinations created a decline of these resorts and the County's tourism industry in the 1970's and 1980's. The County's close proximity to the New York City metropolitan area offers a rural respite for city dwellers but more importantly, access to one of the largest world markets. Realizing the untapped potential of tourism in Sullivan County was identified as a key policy issue for the Sullivan 2020 Plan.

Tourism attractions and opportunities abound in Sullivan County, with its natural and scenic features as well as opportunities in adventure and recreational sports, and the arts and culture. The Catskill Mountains and the Upper Delaware River have long been a great draw for nature enthusiasts and are popular for outdoor activities such as camping, boating, trout fishing, eagle watching, and horseback riding. Sullivan County is also home to some of the finest golf courses in the United States. The arts and cultural venues led by performances of the Delaware Valley Arts Alliance and the Forestburgh Playhouse are an asset of great value to the County. Sullivan County has become home to many upscale antiques shops and artist galleries including painters, potters and crafts and a number of museums and historic sites such as the Sullivan County Museum, Catskill Fly Fishing Center and Museum, Fort Delaware and the Roscoe O&W Railway Museum.

The Bethel Woods Center for the Arts is an initiative projected to open in 2006, which can have a positive impact on tourism in the County through the music and cultural venues it will offer the County and the region. The possibility of gaming could bring major changes in growth and development given that it is estimated that this industry could bring 30 million visitors to the region annually and employ 20,000 people. Gaming will add a new dimension to tourism.

Redefining the tourism product through an intense marketing and promotion effort of its assets is necessary to create Sullivan County's new image as a tourism destination. The County is currently involved in developing the niche marketing component associated with its natural and scenic features, the arts and culture, and adventure and recreational sports. Boutique meetings and conventions have become popular in many of the smaller resorts still in existence, and the new alternative lodging facilities that have cropped up over the last several years. The strategies in Sullivan 2020 will ensure

that the product and infrastructure are developed simultaneously to sustain the vision and future for tourism as a viable industry.

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Create a diversified tourism industry with a balanced mix of year-round activities that include eco-tourism and recreational venues, agri-tourism venues, stand-alone conference center, casinos, hotels and resorts, and the cultural arts.

STRATEGY 5.35

Identify and promote the natural and scenic features and attractions, and outdoor recreational activities.

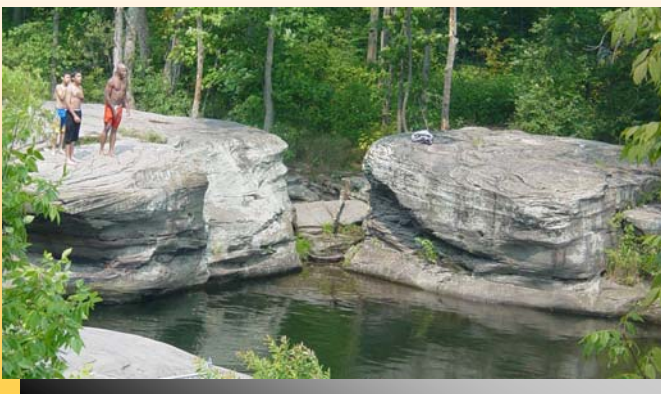
Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Survey significant natural and recreational resources to develop baseline information on geographic/geological sites, interesting flora and fauna, scenic views/areas, and outdoor recreation.	C/M	P
Compile the information in the emerging Sullivan County integrated GIS system.	C	P
Survey and list existing and potential industry stakeholders– facilitate partnerships to develop the product and activities, appropriate packaging, marketing and promotional materials.	C/M/P	P
Expand on and foster partnerships between the Sullivan County Visitor’s Association and the private and public sector to market the tourism packages.	C	P
Build the resources to develop and market nature and adventure tourism particularly linking with other traditional, business or niche markets.	C/P	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Economic Benefits of Park and Open Space.** PAS Memo, September 1999.
- ◆ **Statewide Comprehensive Outdoor Recreation Plan, 2003.** NYS OPRHP.
- ◆ **Local Open Space Planning Guide, 2004.** NYS DEC & NYS DOS.
- ◆ **Parks and Economic Development.** PAS Report #502.
- ◆ **Parks, Recreation, and Open Space.** PAS Report #497/498.

Organizations and Programs

- ◆ **Sullivan County Visitor's Association** - www.scva.net
Contact: Roberta Lockwood, Director; (800) 882-CATS
- ◆ **Catskill Center for Conservation and Development** - www.catskillcenter.org
Non-profit organization working to protect the cultural, historic, and natural resources of the Catskill Mountains.
- ◆ **The Nature Conservancy Upper Delaware Program** - www.tnc.org
Contact: George Schuler, Neversink River Preserve; 845-858-2883

Funding Sources

- ◆ **New York State Parks, Recreation, and Historic Preservation** - www.nysparks.com
Connect to grants for park development, historic preservation, trails, and barn restoration among others.
- ◆ **Land and Water Conservation Fund** - www.nysparks.state.ny.us/grants/
Federal funding established to create parks and open spaces, protect wilderness, wetlands, and refuges, preserve wildlife habitat, and enhance recreational opportunities.
- ◆ **NYS Council on the Arts: Architecture, Planning & Design Grant Program**
www.nysca.org/public/guidelines/architecture/index.htm

Other

- ◆ **NYS Quality Communities Initiative** - www.qualitycommunities.org
- ◆ **NYS Open Space Conservation Plan** - www.dec.state.ny.us/website/dlf/opensp/index.html
- ◆ **NYS DOT Bicycle and Pedestrian Program** - www.dot.state.ny.us/pubtrans/bphome.html

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STRATEGY 5.36

Preserve the natural and rural character of the County by ensuring that the community interprets correctly and understands the value and benefits of protecting the County’s natural resources.

Timeframe

SHORT TERM
INTERMEDIATE
LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Educate the public and municipalities by providing technical assistance and training.	C	P
Conduct seminars about the natural habitat in County municipalities to generate an appreciation of the County’s environmental assets to encourage stewardship of the County’s resources.	C/P	P
Identify and establish limits of acceptable change to manage resources and limit negative impacts of tourism.	C	P
Incorporate limits of acceptable change for areas of significance through planning and zoning mechanisms.	M/C	P
Isolate, where necessary and minimize access to critical areas.	C/M	P



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Resources

Documents

- ◆ **Creating the Community You Want: Municipal Options for Land Use Control.** NYS Department of State.
- ◆ **Habitat Protection Planning.** PAS Report #470/471

Organizations and Programs

- ◆ **Sullivan County Visitor's Association** - www.scva.net
Contact: Roberta Lockwood, Director; (800) 882-CATS
- ◆ **Catskill Center for Conservation and Development** - www.catskillcenter.org
Non-profit organization working to protect the cultural, historic, and natural resources of the Catskill Mountains.
- ◆ **Wilderness.net** - www.wilderness.net
Internet-based tool providing ready access to wilderness information.
- ◆ **New York Natural Heritage Program: NYS DEC** - www.dec.state.ny.us
Enables and enhances conservation of New York's rare plants, rare animals and significant ecosystems.
- ◆ **Land Trust Alliance** - www.lta.org
Land trusts work with communities to save communities land heritage by helping landowners find ways to protect their land.

Funding Sources

- ◆ **NYS Quality Communities Initiative** - www.qualitycommunities.org

Other

- ◆ **Environmental Impact Assessment in New York State: SEQR Handbook**
www.dec.state.ny.us/website/dcs/seqr/handbook/index.html
In NYS most project or activities proposed by units of government require an environmental impact assessment. This handbook provides guidance for local communities.
- ◆ **Scenic America** - www.scenic.org
National non-profit dedicated solely to protecting natural beauty and distinctive community character. Issues covered include scenic byways and view protection among others.

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STRATEGY 5.37

Increase the availability of quality trails, and diverse sports and recreation areas.

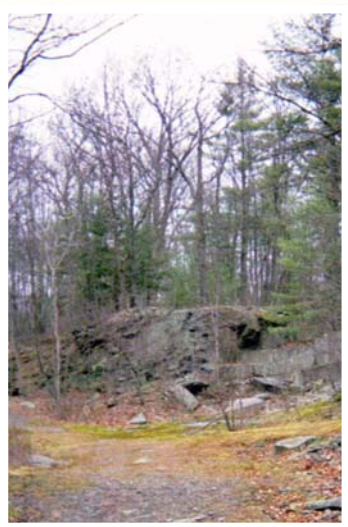
Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Link the tourism efforts of the Sullivan County Visitor's Association with the Rails-to-Trails Conservancy to promote the Fallsburg Rail Trail, Parksville Rail Trail, and the NY/NJ Trail Conference.	C/P	A
Collaborate with the Rails-to-Trails Conservancy to identify additional sites of the historic New York, Ontario, and Western (O&W) Railway's Main Line that can be developed as trails.	C/P	P
Develop a Countywide Trail map and guide(s) detailing destinations providing a diversity of weekend get-a-ways and things to do on a week long golf trip.	C/P	P



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Resources

Documents

- ◆ **Factsheet 1: Benefits of Trails & Greenways.**
- ◆ **Trails for the 21st Century.** Rails-to-Trails Conservancy.
- ◆ **Lessons Learned in a Rails-to-Trails Conversion.** PAS Memo, January 2003.

Organizations and Programs

- ◆ **Sullivan County Visitor's Association** - www.scva.net
Contact: Roberta Lockwood, Director; (800) 882-CATS
- ◆ **Catskill Center for Conservation and Development** - www.catskillcenter.org
Non-profit organization working to protect the cultural, historic, and natural resources of the Catskill Mountains.
- ◆ **Trails and Greenways Clearinghouse** - www.trailsandgreenways.org
Provides technical assistance, information resources and referrals to trail and greenway advocates and developers across the nation.

Funding Sources

- ◆ **New York State Parks, Recreation, and Historic Preservation** - www.nysparks.com
Connect to grants for park development, historic preservation, trails, and barn restoration among others.
- ◆ **Transportation Enhancements Program; NYS DOT** - www.dot.state.ny.us/progs/tep.html
TEP provides funding opportunities to provision of facilities for bicycles and pedestrians, provision of safety and educational activities for bicyclists and pedestrians, acquisition of scenic easements and scenic or historic sites, landscaping and other scenic beautification, historic preservation, rehabilitation and operation of historic transportation buildings or facilities, preservation of abandoned railway corridors, control and removal of outdoor advertising, archaeological planning and research, environmental mitigation to address water pollution due to highway runoff, and establishment of transportation museums.
- ◆ **NYS Quality Communities Initiative** - www.qualitycommunities.org

Other

- ◆ **Rails-to-Trails Conservancy** - www.railtrails.org

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STRATEGY 5.38

Identify and promote places of historic significance to promote heritage tourism.

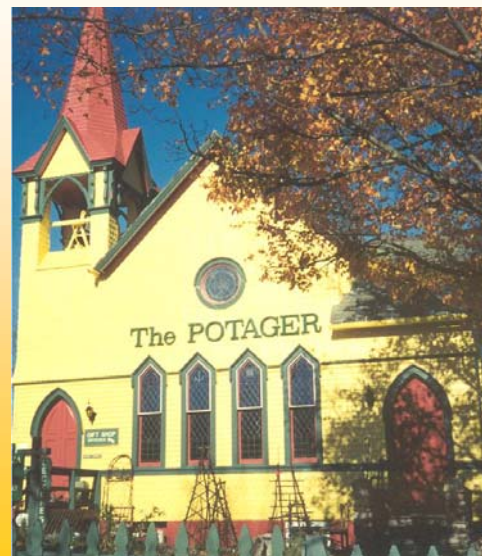
Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Identify, list and map out places of historic interest within the County.	C/M	A
Study and identify additional places of historic significance, including: <ul style="list-style-type: none"> • Revitalized historic downtown main streets • Historic districts and sites/facilities • Places where historic events occurred. 	C/M	P
Develop heritage themes to link resources, create uniform interpretive materials and signage to tell their story, and market them through websites and brochures.	C/M/P	P



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Resources

Documents

- ◆ **Fact Sheet 2: Preserving Historic & Cultural Resources.**
- ◆ **Innovative Tools for Historic Preservation.** PAS Report #438.

Organizations and Programs

- ◆ **Preservation League of New York State** - www.preservenys.org
The Preservation League provide programs and services designed to help and give expertise essential to protect and enhance NY's historic built and natural environments.
- ◆ **Sullivan County Historical Society** - www.sullivancountyhistory.org
Established to preserve the history of Sullivan County, exhibits are on display at the Sullivan County Museum Art and Culture Center in Hurleyville.

Funding Sources

- ◆ **New York State Parks, Recreation, and Historic Preservation** - www.nysparks.com
Connect to grants for park development, historic preservation, trails, and barn restoration among others.
- ◆ **NYS Council on the Arts: Architecture, Planning & Design Grant Program**
www.nysca.org/public/guidelines/architecture/index.htm
Makes over 2700 grants each year to arts organizations in every arts discipline throughout the state.
- ◆ **Preserve New York Grant Program** - www.preservenys.org/fundinghome.htm
Provides support for three types of projects: cultural resource surveys, historic structure reports, and historic landscape reports.
- ◆ **National Trust for Historic Preservation** - www.nationaltrust.org
Source of grants and loans through five programs.
- ◆ **New York Landmarks Conservancy** - www.nylandmarks.org
Provides grants for the preservation of historic religious building and related sites.
- ◆ **National Endowment for the Arts** - www.arts.endow.gov/
Several grant programs to support local preservation efforts.

Other

- ◆ **New York State Historic Preservation Office** - www.nysparks.state.ny.us/shpo/
Guidelines for the process of nomination to the New York State and National Registers of Historic Places may be found on the NYSHPO website.

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STRATEGY 5.39

Encourage façade restoration and Main Street revitalization throughout all Towns and Villages.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Apply for listing on the New York State and National Registers of Historic Places for socially, architecturally or historically significant buildings.	C/M	A
Continue providing grants to building owners and municipalities to defray the costs of renovation through Sullivan County Planning Division’s Main Street Redevelopment Center.	C/P	A
Recruit new and diverse retail on Main Street and in Village centers.	C/M	A
Establish Business Improvement Districts (BIDs) in larger municipalities for the maintenance and promotion of downtown areas.	M/C/P	A



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Resources

Documents

- ◆ **New York: Profiting Through Preservation.** Preservation League of New York State.

Organizations and Programs

- ◆ **National Trust Main Street Center** - www.mainstreet.org
Program of the *National Trust for Historic Preservation* to advocate commercial district revitalization through historic preservation with economic development.
- ◆ **Catskill Center for Conservation and Development** - www.catskillcenter.org
Non-profit organization working to protect the cultural, historic, and natural resources of the Catskill Mountains.

Funding Sources

- ◆ **Community Development Block Grant Program** - www.nysmallcities.com
The Community Development Block Grant Program provides grants to eligible cities, towns, and villages with a population under 50,000 and counties with an area population under 200,000 to revitalize neighborhoods, expand affordable housing and economic opportunities and or improve community facilities and services.
- ◆ **New York State Historic Preservation Office** - www.nysparks.state.ny.us/shpo/
Offers grants each year that are available to locations on the New York State or National Registers of Historic Places.

Other

- ◆ **New York State Historic Preservation Office** - www.nysparks.state.ny.us/shpo/
Guidelines for the process of nomination to the New York State and National Registers of Historic Places may be found on the NYSHPO website.

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STRATEGY 5.40

Encourage the development of the Visual and Performing Arts.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Develop a map of the existing art studios, venues and activities to guide visitors and art enthusiasts.	C/P	P
Develop a heritage and cultural tourism plan to package, link and promote independent sites and products, including: <ul style="list-style-type: none"> • Bethel Woods Center for the Arts • Artists' Studios • Art Galleries • Theaters • Festivals • Musical performances 	C/P	P
Link independent artist studios and galleries to create an art trail, which can be marketed to complement or fill gaps in County art and cultural activities.	C/P	P



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Resources

Organizations and Programs

- ◆ **Sullivan County Visitor's Association** - www.scva.net
Contact: Roberta Lockwood, Director; (800) 882-CATS
- ◆ **Delaware Valley Arts Alliance** - www.artsalliancesite.org
Mandate is to lead collaborations that advance the arts in Sullivan County.

Funding Sources

- ◆ **Arts & Business Council** - www.artsandbusiness.org
With programs specific to NYS, ABC stimulates partnerships between the arts and business that strengthen both sectors in the communities they serve. Technical assistance and grant programs are available.
- ◆ **NYS Council on the Arts: Architecture, Planning & Design Grant Program**
www.nysca.org/public/guidelines/architecture/index.htm
Makes over 2700 grants each year to arts organizations in every arts discipline throughout the state.
- ◆ **National Endowment for the Arts** - www.arts.endow.gov/
Several grant programs to support local preservation efforts.

Other

- ◆ **National Endowment of the Arts** - www.nea.gov
In addition to grant funding, online resources include informational publications and conference notifications, technical assistance, planning tips and artist benefits.
- ◆ **Dutchess County Crafts & Arts Trail** - www.dutchesstourism.com/craftsarts.asp
- ◆ **Chautaugua Art Trail** - www.chautauquatrail.org

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STRATEGY 5.41

Promote Agri-Tourism as a Key Tourism Sector.

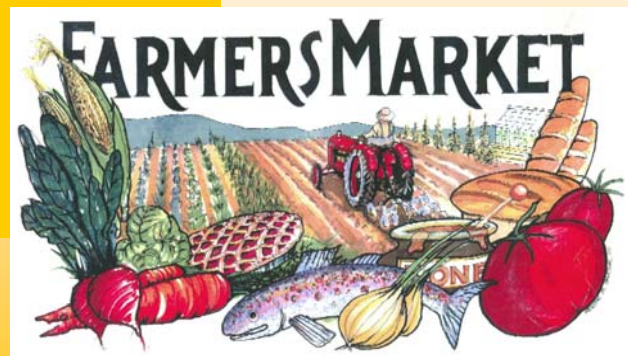
Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Evaluate current market opportunities in Sullivan County and existing operations and events to determine additional market needs.	C/P	P
Assist farmers and small businesses with the development of agri-tourism operations.	P	P
Educate municipalities about ways to encourage agri-tourism development as part of their overall community planning	C/ M	P



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Resources

Documents

- ◆ **Agritourism Zoning Down on the Farm.** Zoning News, March 2004.
- ◆ **Considerations for Agritourism Development.** New York Sea Grant, February 1998.
- ◆ **Agritourism in New York: Management and Operations.** New York Sea Grant.
- ◆ **Agritourism in New York: A Market Analysis.** New York Sea Grant.
- ◆ **Alternative Enterprises for Higher Profits, Healthier Land.** USDA NRCS.
- ◆ **Taking the First Step: Farm and Ranch Alternative Enterprise and Agritourism Resource Evaluation Guide.** USDA NRCS.

Organizations and Programs

- ◆ **Community Food & Agriculture Program, Agritourism** - www.cfap.org
A program of Cornell University, the mission of CFAP is to support Agriculture and Food-Systems based Community Development in New York.
- ◆ **Natural Resources Conservation Service** - www.nrcs.usda.gov/
Assistance for private land owners and managers in protecting their soil, water and other natural resources. Access a variety of information and advice on successfully using agritourism to create another source of income for a farm.
- ◆ **Small-Scale Food Processors Association of New York** - www.nyssfpa.com
Addresses the concerns of small-scale farmers across New York State, including agricultural marketing resources.
- ◆ **American Farmland Trust** - www.farmland.org
Works to protect farmland throughout the United States through conservation, community planning and growth management. They offer consulting services and innovative ways of maintaining farmland.

Other

- ◆ **Agricultural and Tourism Partners of Illinois** - www.agritourism.uiuc.edu
Promotes agritourism and related direct marketing strategies in Illinois to the benefit of farm operators and the travel industry. Their website includes a link to the Illinois Agritourism Profile, which is a database containing a current and accurate list of agritourism sites for travel and travel planners. These resources may serve as good models for future Sullivan County agritourism initiatives.
- ◆ **See additional resources in Policy Area V, subsection 3 - Agricultural Diversification**

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STRATEGY 5.42

Develop high quality resorts, accommodations, service facilities and infrastructure.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Plan for and manage the impacts of possible gaming on local communities to ensure equitable distribution of community and monetary benefits and appropriate actions to counter the adverse effects of this new use.	C	P
Work with the Partnership for Economic Development and the Sullivan County Visitor's Association to encourage niche and entrepreneurial service businesses, such as inns, bed and breakfast establishments, restaurants and retail shops.	C/P	P
Build and improve the infrastructure development required to support gaming including: <ul style="list-style-type: none"> • New and improved lodging facilities. • Improved access to and from the New York City Metropolitan Area. • Higher capacity roads to cater to the increased traffic in the area. 	C	P



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Resources

Documents

- ◆ **Seneca Niagara Casino: Fiscal and Economic Impact on Niagara Falls, NY.** Center for Governmental Research and Gaming.
- ◆ **Gambling, Economic Development, and Historic Preservation.** PAS Report 469.
- ◆ **Capturing the Character of Rural Communities Through Tourism Development.** CD Practice, No.8, 2001. Community Development Society.

Organizations and Programs

- ◆ **Center for Policy Analysis, Division of Economic Development**
www.umassd.edu/cfpa/economic.cfm
UMass Dartmouth program offers a wide variety of reports regarding existing casinos and their fiscal impacts on their host communities.
- ◆ **Center for Governmental Research and Gaming and Resort Development** - www.cgr.org
CGR provides assistance to local governments and organizations to improve the provision of good government.

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STRATEGY 5.43

Increase methods to disseminate and distribute the message on tourism in Sullivan County.

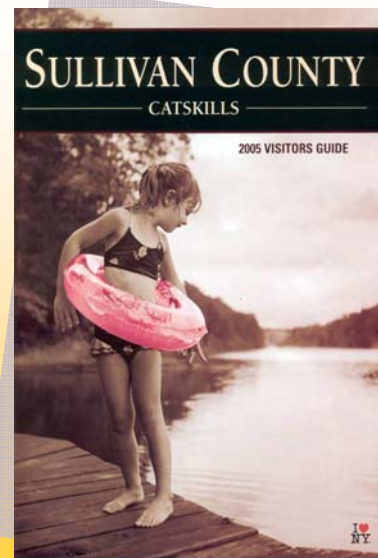
Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Continue to develop the Sullivan County Visitor's Association website and other Internet and World Wide Web linkages.	C	A
Make the Sullivan County Guide available online and establish linkages to reservation systems.	C	P
Continue existing unique markets and explore new ones, with the Audubon Society, Eagle Institute, and other relevant organizations in the County.	C	P
Partner with the Sullivan County Visitor's Association and the Sullivan County Community College to develop hospitality training for service employees.	C/P	P



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Resources

Documents

- ◆ Sullivan County Visitor's Guide.

Organizations and Programs

- ◆ **Sullivan County Visitor's Association** - www.scva.net
Contact: Roberta Lockwood, Director; (800) 882-CATS
- ◆ **Sullivan County Community College** - www.sullivan.suny.edu