

Colony Farm Feasibility Study



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FAIRWEATHER
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Introduction

This report has been compiled to assess the desirability of the parcels of land that comprised the Colony Farm once operated by the Eastern Correctional Facility in Wawarsing, NY to be declared surplus property by the New York State Department of Corrections and Community Supervision and conveyed to another agency for development as a site for such uses as outdoor recreation, agriculture and agri-tourism.

1. The Study Process

The study involved the following six tasks:

- Task A. Gathering and assessment of data on demographic, economic and tourism trends in Ulster County.
- Task B. Outreach to stakeholder involved in agriculture, outdoor recreation and environmental conservation in State agencies and not-for-profit organizations serving Ulster County.
- Task C. Assessment of various scenarios for ownership and control of the parcels once declared surplus and conveyed by the Department of Corrections and Community Supervision to another agency.
- Task D. Analysis of the environmental characteristics of the parcels and the regulatory environment in which they are located.
- Task E. Definition of possible models for passive and active reuse of the Colony Farm parcels.
- Task F. A proposed action plan for activating the parcels for specified active and passive uses.

2. Key Findings

Based upon the completion of these tasks, the analysis indicates there is demand for multiple uses for the parcels. These potential uses include agriculture, outdoor recreation and tourism, particularly agri-tourism. Our assessment of the various scenarios for ownership and control of the Colony Farm parcels indicates that achieving multi-use goals for the Colony Farm may be best served by enabling the New York State Office of Parks, Recreation and Historic Preservation to take ownership of the parcels. The analysis also suggests that developing a multi-use scenario for the parcels will require subsidies to operators of the site. Specifically, our assessment suggests that the site be leased and/or licensed for use with abatement of license fees/rents to the operators to go toward the financing of the development of amenities for recreational use of the site and for the redevelopment of farmstead structures to be devoted to agriculture and agri-tourism activities.

It is estimated that the costs of establishing preliminary trail infrastructure on the site would cost approximately \$270,000. A preliminary economic impact analysis suggests that, when fully operational and hosting 35,000 visitors per year, the overall impact generated by the site would be \$770,000. Finally, an important implication of the analyses is the desirability of building partnerships with third-party, catalytic nongovernmental organizations to provide financial support and stewardship of the parcels in partnership with the agency that ultimately owns the parcels.

Given limitation of this study, the results cannot provide a definitive assessment of costs and benefits of reusing the Colony Farm parcels for outdoor recreation, agriculture and agri-tourism. But this preliminary analysis does indicate that pursuing this path could help address existing needs for outdoor recreation and could complement ongoing development of agriculture and agri-tourism in the region. In that sense, these findings provide a context for moving forward in repurposing the Colony Farm parcels as important assets for recreation, tourism and agriculture in the Town of Wawarsing, Ulster County and the Hudson Valley region.

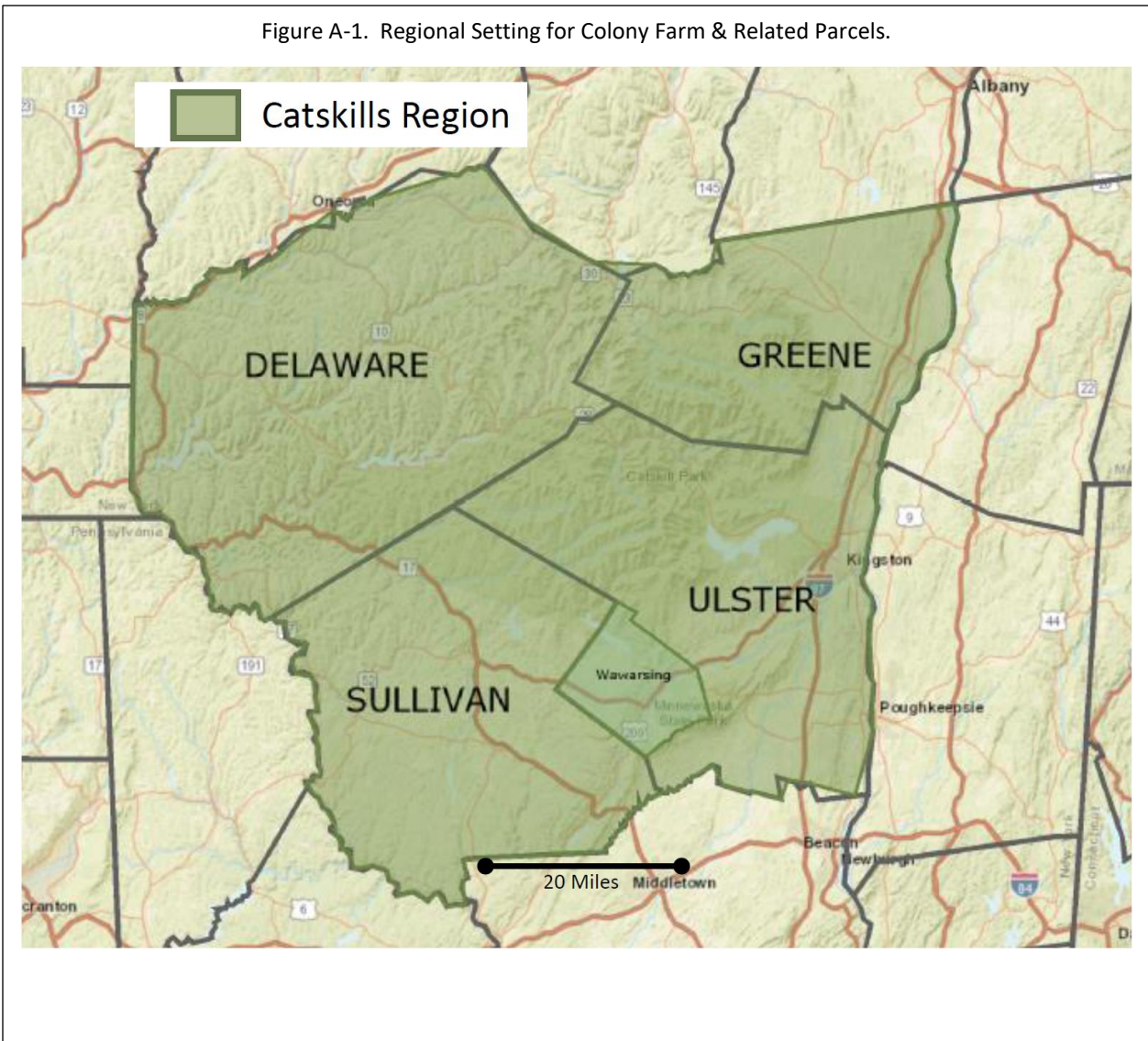
Task A: Data Gathering & Assessment

1. Review of Current demographic, economic and recreational venue data

The analysis of demographic, economic and tourism-related trends provide a generally favorable picture of the potential for the Colony Farm to support agricultural and agritourism related activities. Wawarsing itself is one of the less affluent areas in Ulster County and the Catskills Region. However, it is set in a more affluent County and region. Thus, it has the potential to draw some participation and visitation from those areas.

Most important of all, Ulster County is already a well-established destination for agritourism, successfully competing for visitation and spending with other counties with larger, better established agricultural economies. Thus, the County can provide the Colony Farm with a strong context in which to develop programs related to farming and agritourism.

Figure A-1. Regional Setting for Colony Farm & Related Parcels.



As part of assessing the potential uses of the Colony Farm properties and associated parcels, this report provides an overview of demography, economic conditions and tourism in the Town of Wawarsing, and Ulster County, and the Catskills Region. The map in Figure A-1 shows each of these three areas.

a. Demographic Trends

As shown in Table A-1, during the period from 2010 to 2017, the Town of Wawarsing experienced a 2 percent rate of population increase that outpaced Ulster County’s 1.7 percent growth as well as the 0.6 percent increase for the Catskills Region.

Table A-1. Population, Household & Family Trends, 2010-17			
	Wawarsing	Ulster County	Catskills Region
Population Summary			
2010 Total Population	13,157	182,493	357,241
2017 Total Population	13,426	185,613	359,548
% Change, 2010-17	2.0%	1.7%	0.6%
Household Summary			
2010 Households	4,509	71,049	140,909
2010 Average Household Size	2.46	2.40	2.38
2017 Households	4,602	71,878	141,308
2017 Average Household Size	2.47	2.42	2.40
% Change Number of Households, 2010-17	0.02%	0.01%	0.00%
2010 Families	2,946	44,379	88,404
2010 Average Family Size	2.96	2.97	2.94
2017 Families	2,965	44,291	87,450
2017 Average Family Size	3.00	3.00	2.97
% Change Number of Families, 2010-17	0.01%	0.00%	-0.01%
Source: ESRI Business Analyst Online.			

The data in Table A-1 also show that households grew faster than families in the Town, County and Region. In each case, there was virtually no increase in the number of families from 2010 to 2017, while the number of households grew very slowly, ranging from a 0.2 percent increase in the Town to 0.1 percent in the County to no change in the Catskills Region. This indicates a small rise in nonfamily households in all three geographic areas.

Table A-2 summarizes the age structure of the populations in Wawarsing, Ulster County and the Catskills Region, tracing changes that have taken place between 2010 and 2017. Consistent with national trends, all three areas show increases in the population over 65 during those years. Wawarsing experienced a 29.3 percent increase in its 65-74 age cohort, compared to a 38 percent increase for Ulster County and a 32.2 percent increase for the Catskills Region.

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Age:	Wawarsing			Ulster County			Catskills Region		
	2010	2017	% Change, 2010-17	2010	2017	% Change, 2010-17	2010	2017	% Change, 2010-17
Total	13,157	13,426	2.0%	182,493	185,613	1.7%	357,241	359,548	0.6%
0 - 4	5.3%	4.9%	-7.5%	4.9%	4.5%	-8.2%	5.1%	4.7%	-7.8%
5 - 9	5.4%	5.2%	-3.7%	5.3%	5.0%	-5.7%	5.4%	5.1%	-5.6%
10 - 14	5.7%	5.3%	-7.0%	5.9%	5.3%	-10.2%	5.9%	5.4%	-8.5%
15 - 24	12.2%	11.7%	-4.1%	14.0%	13.0%	-7.1%	13.7%	12.7%	-7.3%
25 - 34	13.9%	14.5%	4.3%	10.9%	12.1%	11.0%	10.6%	11.6%	9.4%
35 - 44	15.6%	14.6%	-6.4%	13.2%	11.7%	-11.4%	12.7%	11.4%	-10.2%
45 - 54	16.5%	14.9%	-9.7%	16.8%	14.5%	-13.7%	16.6%	14.3%	-13.9%
55 - 64	12.2%	13.1%	7.4%	14.0%	15.6%	11.4%	14.3%	15.7%	9.8%
65 - 74	7.5%	9.7%	29.3%	7.9%	10.9%	38.0%	8.7%	11.5%	32.2%
75 - 84	3.9%	4.3%	10.3%	4.8%	5.1%	6.3%	5.0%	5.3%	6.0%
85 +	1.7%	1.8%	5.9%	2.1%	2.3%	9.5%	2.1%	2.3%	9.5%
18 +	79.7%	81.1%	1.8%	79.8%	81.8%	2.5%	79.5%	81.4%	2.4%
Median Age	40.1	41.0		42.0	43.6		42.6	44.3	

Source: ESRI Business Analyst Online.

The data in Table 2 also show that Wawarsing has a higher concentration of its population in the 25-44-year-old cohort (29.1 percent) than either the County or Region. This may be due to the fact that the populations resident in the correctional facilities in Wawarsing are counted in the decennial censuses and estimates.

Table A-3 provides an overview of the educational status of the population over 25 in Wawarsing, Ulster County and the Catskills Region. The data indicate that Wawarsing has a less educated population than either the Town or the Region, with only 27.4 percent of the population having at least a 2-year degree compared to 41.3 percent for the County and 37.3 percent for the Catskills Region. Again, the data for Wawarsing includes the inmate population in the two correctional facilities in the Town and this may be depressing the educational data for the Town.

Educational Level	Wawarsing	Ulster County	Catskills Region
Total	9,788	133,946	259,454
Less than 9th Grade	3.9%	3.0%	3.3%
9th - 12th Grade, No Diploma	11.6%	6.9%	8.1%
High School Graduate	24.9%	25.0%	27.4%
GED/Alternative Credential	10.3%	4.8%	5.3%
Some College, No Degree	21.9%	18.9%	18.6%
Associate Degree	8.4%	10.0%	10.4%
Bachelor's Degree	11.3%	17.3%	15.1%
Graduate/Professional Degree	7.7%	14.0%	11.8%

Source: ESRI Business Analyst Online.

b. Economic Trends

Table A-4 provides an overview of income levels in the Town of Wawarsing, Ulster County and the Catskills Region. Wawarsing is clearly less affluent than the County and Region. Its median household income was \$46,878 in 2017, compared to \$61,302 for the County and \$55,581 for the Catskills Region. The same holds true for Per Capita Income and Average Household Income, with the Town trailing the County and Region, and with Ulster County manifesting the greatest level of income among the three geographies.

These trends are reflected in the value of housing in the Town, County and Region. As shown in Table A-5, the average home value for Wawarsing is \$241,258 compared to \$308,027 for the County and \$258,069 for the Region.

Table A-4. Household Income & Per Capita Income			
	Wawarsing	Ulster County	Catskills Region
Median HH Income, 2017	\$46,878	\$61,302	\$55,851
Median Home Value, 2017	\$189,508	\$246,611	\$211,112
Per Capita Income, 2017	\$26,187	\$34,446	\$30,831
Households Reporting Income	4,602	71,878	141,307
<\$15,000	12.7%	9.4%	11.1%
\$15,000 - \$24,999	13.6%	9.0%	10.2%
\$25,000 - \$34,999	10.2%	8.7%	9.8%
\$35,000 - \$49,999	16.0%	12.3%	12.7%
\$50,000 - \$74,999	16.7%	19.2%	19.4%
\$75,000 - \$99,999	12.0%	12.9%	13.0%
\$100,000 - \$149,999	13.3%	15.9%	14.4%
\$150,000 - \$199,999	4.0%	6.7%	5.2%
\$200,000+	1.5%	5.9%	4.2%
Average Household Income	\$62,499	\$84,803	\$75,811
Source: ESRI Business Analyst Online.			

Table 5 indicates that housing values in Wawarsing are concentrated close to the \$150,00 to \$199,999 range, which accounts for between one-quarter and one-third of all housing in the Town. Both the County and Region have concentrations of housing in higher value brackets. For example, Ulster County has 15.1 percent of its housing in the \$300,000-\$399,999 bracket. The Catskills Region has 12 percent of its housing in that bracket. Wawarsing shows only 9.9 percent of its housing in that price range. A similar pattern is found in all of the upper-value brackets.

Table A-5. 2017 Owner Occupied Housing Units by Value			
	Wawarsing	Ulster County	Catskills Region
Total Owner-Occupied Units	2,874	48,683	97,067
<\$50,000	5.6%	3.3%	5.4%
\$50,000 - \$99,999	7.7%	3.0%	8.9%
\$100,000 - \$149,999	13.7%	7.5%	14.0%
\$150,000 - \$199,999	29.0%	18.0%	18.0%
\$200,000 - \$249,999	13.8%	19.6%	16.8%
\$250,000 - \$299,999	10.3%	14.8%	11.8%
\$300,000 - \$399,999	9.9%	15.1%	12.0%
\$400,000 - \$499,999	1.9%	6.9%	5.0%
\$500,000 - \$749,999	4.8%	6.4%	4.5%
\$750,000 - \$999,999	1.9%	3.3%	2.1%
\$1,000,000 +	1.4%	2.1%	1.6%
Average Home Value	\$241,258	\$308,027	\$258,069
Source: ESRI Business Analyst Online.			

Table A-6 provides an overview of employment by industry for Wawarsing, Ulster County and the Catskills Region. All three geographies have about half of their workforce in Services. Wawarsing has its highest concentrations of nonservice employment in Construction (9.3 percent), Retail Trade (8.5 percent), Public Administration (8.3 percent) and Transportation & Utilities. Ulster’s nonservice jobs are concentrated in Retail (12.3 percent), Construction (6.8 percent) and Manufacturing (5.8 percent). In the Catskills Region, it is Retail Trade (11.5 percent), Construction (7.3 percent) and Manufacturing (6.1 percent).

Table A-6. 2017 Employment by Industry			
2017 Employed Population 16+ by Industry	Wawarsing	Ulster County	Catskills Region
Total	4,743	91,811	172,489
Agriculture/Mining	0.5%	1.0%	1.5%
Construction	9.3%	6.8%	7.3%
Manufacturing	5.5%	5.8%	6.6%
Wholesale Trade	3.3%	2.5%	2.7%
Retail Trade	8.5%	12.3%	11.5%
Transportation/Utilities	7.9%	5.3%	5.3%
Information	0.7%	1.8%	1.7%
Finance/Insurance/Real Estate	3.6%	5.2%	5.0%
Services	52.4%	54.2%	52.3%
Public Administration	8.3%	5.0%	6.1%
Source: ESRI Business Analyst Online.			

Table A-7 examines employment in Wawarsing, Ulster County and the Catskills Region from the perspective of occupations rather than industry. Consistent with the previous tables dealing with income and employment by industry, the Town of Wawarsing’s workforce is concentrated in blue collar occupations to a greater extent than Ulster County or the Catskills Region. The Town has 45.6 percent of its workforce in white collar occupations, compared to 62.9 percent for the County and 58.9 percent for

the Catskills Region. Conversely, the Town’s concentration of employment in blue collar occupations (26.6 percent) is higher than the County (18.6 percent) and the Region (21.2 percent).

Table A-7. 2017 Employed Population 16+ by Occupation

	Wawarsing	Ulster County	Catskills Region
Total	4,743	91,811	172,489
White Collar	45.6%	62.9%	58.9%
Management/Business/Financial	7.0%	13.1%	11.9%
Professional	21.4%	26.5%	23.7%
Sales	4.8%	10.4%	10.0%
Administrative Support	12.4%	12.9%	13.3%
Services	27.7%	18.5%	19.9%
Blue Collar	26.6%	18.6%	21.2%
Farming/Forestry/Fishing	0.0%	0.5%	0.7%
Construction/Extraction	8.2%	5.4%	5.8%
Installation/Maintenance/Repair	4.2%	3.2%	3.3%
Production	4.0%	3.9%	4.9%
Transportation/Material Moving	10.3%	5.7%	6.5%

Source: ESRI Business Analyst Online.

c. Market Trends Related to Tourism

This section of the report reviews spending patterns in Wawarsing, Ulster County and the Catskills Region to provide an indication of the potential for these areas to support tourism related activities that may take place on the Colony Farm and related parcels.

It begins with a review of consumer spending in general, along with an overview of consumer spending patterns in retail categories that may relate to tourist activities. This analysis has been done using a Spending Potential Index (SPI) as calculated by ESRI. The SPI is derived by matching the results of the US Bureau of Labor Statistics Consumer Expenditure Survey with the national demographics associated with particular spending patterns for various categories of goods and services. With a link established between particular demographic characteristics and certain spending patterns, ESRI then links those spending patterns with the demographics of local populations. Thus, the link between national spending trends and national demographics are applied to the demographic composition of the local population to estimate local spending patterns.

This is captured in the SPI. For any local area, an SPI of 100 indicates that, based upon the demographics of the local area under study, spending on that particular category of goods or services will be the same as the US average. An SPI of under 100 indicates that, based upon local demographics, spending for that particular category of goods or services by the local population will be less than the US average. An SPI of over 100 indicates that local spending on that category of goods and services will be greater than the US average.

Table A-8 provides an overview of spending patterns for selected categories of retail goods and services for the Town of Wawarsing, Ulster County and the Catskills Region. The previous tables have established that Wawarsing is the least affluent of these three areas, followed by the Catskills Region, with Ulster

County being the most affluent. The spending patterns in Table 8 are consistent with this finding. Note that for every category of goods and services in the Table, Wawarsing has an SPI of less than 100. In fact, all of its SPIs are under 90. On the other hand, the Catskills Region has SPIs that are above 90 and, for Health Care and Vehicle Maintenance and Repairs, are essentially equal to the national average (i.e., the SPI is 100 for those categories). For Ulster County, the SPIs are equal to or above 100 for every category. Thus, the results of Table 8 indicate that Ulster County's consumer market is very similar to the United States as a whole, while spending in the categories of goods and services included in the Table is likely to be lower in both the Town of Wawarsing and the Catskills Region.

This discrepancy in spending patterns is elevated even further when the analysis focuses on spending for categories of goods and services likely to be related to activities that may be supported on the Colony Farm parcels. Table A-9 lists a variety of tourist-related spending categories, from Tickets to Movies/Museums/Parks to spending on recreational vehicles and sporting equipment. Note that for the Town of Wawarsing, the SPI is above 80 for only four categories: Recreational Vehicles and Fees, Hunting and Fishing Equipment, Other Sports Equipment and Rental/Repair of Such Equipment. None approach an SPI of 100. In the Catskills Region, the SPIs range from the low 80s to 103, while for Ulster County, the SPI is above 100 for every category of goods and services.

These results clearly suggest that, in terms of spending by the residential population, any locally supported tourist-related activity would need to rely on spending from outside of the Town—particularly from those parts of Ulster County outside of Wawarsing—in order to be sure of attracting spending levels at least equal to what could be expected from the US population as a whole. This suggests that it would be important for such a facility to be able to tap into a larger tourism market.

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Table A-8. Selected Retail Spending Patterns			
	Wawarsing	Ulster County	Catskills Region
Apparel & Services			
Average Spent	\$1,628.73	\$2,213.59	\$1,951.20
Spending Potential Index	75	102	90
Education			
Average Spent	\$1,039.15	\$1,553.84	\$1,262.43
Spending Potential Index	71	107	87
Entertainment/Recreation			
Average Spent	\$2,489.74	\$3,295.15	\$3,011.15
Spending Potential Index	80	106	97
Food at Home			
Average Spent	\$4,075.25	\$5,213.87	\$4,830.26
Spending Potential Index	81	104	96
Food Away from Home			
Average Spent	\$2,554.64	\$3,418.78	\$3,067.04
Spending Potential Index	77	103	92
Health Care			
Average Spent	\$4,620.99	\$6,002.73	\$5,641.68
Spending Potential Index	83	107	101
HH Furnishings & Equipment			
Average Spent	\$1,519.38	\$2,033.26	\$1,846.62
Spending Potential Index	78	105	95
Personal Care Products & Services			
Average Spent	\$611.17	\$831.99	\$744.92
Spending Potential Index	77	104	94
Shelter			
Average Spent	\$12,454.30	\$17,013.91	\$14,865.53
Spending Potential Index	77	105	92
Support Payments/Cash Contributions/Gifts in Kind			
Average Spent	\$1,830.28	\$2,494.34	\$2,271.04
Spending Potential Index	78	107	97
Travel			
Average Spent	\$1,566.96	\$2,222.44	\$1,948.73
Spending Potential Index	76	107	94
Vehicle Maintenance & Repairs			
Average Spent	\$869.43	\$1,132.15	\$1,048.67
Spending Potential Index	81	106	98
Source: ESRI Business Analyst Online.			

Table A-9. Spending Patterns on Selected Outdoor & Tourism-related Items						
Category:	Wawarsing		Ulster County		Catskills Region	
	Average Amount Spent	Spending Potential Index	Average Amount Spent	Spending Potential Index	Average Amount Spent	Spending Potential Index
Entertainment/Recreation Fees and Admissions	\$455.43	72	\$675.94	106	\$564.97	89
Tickets to Movies/Museums/Parks	\$56.55	73	\$79.22	103	\$67.56	88
Admission to Sporting Events, excluding Trips	\$39.63	71	\$59.01	106	\$49.24	88
Fees for Participant Sports, excluding Trips	\$71.57	72	\$105.74	107	\$89.67	90
Fees for Recreational Lessons	\$93.05	70	\$139.26	105	\$114.79	86
Recreational Vehicles and Fees	\$83.46	82	\$110.39	108	\$105.04	103
Docking and Landing Fees for Boats and Planes	\$7.30	69	\$11.66	109	\$9.75	92
Camp Fees	\$24.99	77	\$35.46	110	\$31.65	98
Sports, Recreation and Exercise Equipment	\$133.36	78	\$178.79	104	\$162.64	95
Camping Equipment	\$11.99	73	\$17.13	104	\$14.48	88
Hunting and Fishing Equipment	\$34.15	80	\$44.29	104	\$41.59	98
Winter Sports Equipment	\$4.38	73	\$6.74	113	\$5.48	92
Water Sports Equipment	\$4.15	74	\$5.99	106	\$5.18	92
Other Sports Equipment	\$9.04	86	\$11.00	104	\$10.87	103
Rental/Repair of Sports/Recreation/Exercise Equipment	\$1.74	80	\$2.50	115	\$2.19	100
Source: ESRI Business Analyst Online.						

d. Tourism Trends

Fortunately, Ulster County is a relatively strong tourism destination. For the purposes of tourism planning, New York State includes Ulster in the Catskills region, which—as mentioned above—also includes the counties of Delaware, Greene and Sullivan. Ulster is the largest tourism market among these four counties.

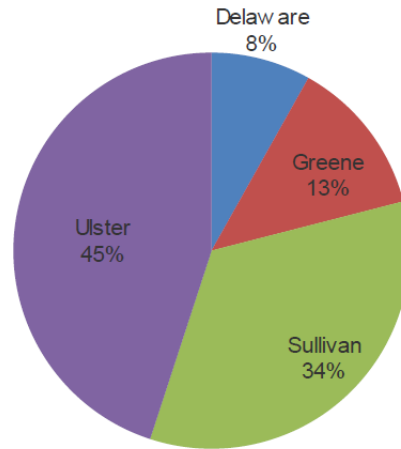
As shown in Figure A-2, in 2016, Ulster captured 45 percent of all tourism spending in the Region, amounting to \$554 million of the \$1.2 billion visitors spent in the Region that year. It is important to note that, as illustrated in Figure A-3, 61 percent of that spending goes toward lodging and second homes. Thus, the amount available for spending on programs and activities in the Colony Farm is \$216 million of the \$554 million spend in Ulster.

Tables A-10 through A-12 track the changes in tourism spending in the counties of the Catskills Region from 2014 to 2016. The tables show how dominant Ulster is in the regional tourism economy in terms of spending as well as the Local and State taxes generated. It is worth noting that Ulster does lag behind Sullivan County in terms of growth in these areas. Some of this is attributed to the fact that Ulster has a larger tourism industry with a greater variety of attractions than Sullivan and that these numbers reflect the extent to which Sullivan County is striving to catch up to its larger neighbor.

Figure A-2. Tourism Spending in the Catskills Region, by County, 2016.

Traveler Spending, 2016

- Tourism in the Catskills is a \$1.2 billion industry, supporting 17,822 jobs.
- Ulster County represents 45% of the region's tourism sales with \$554 million in traveler spending.
- Traveler spending in the region grew by 5.3% in 2016.

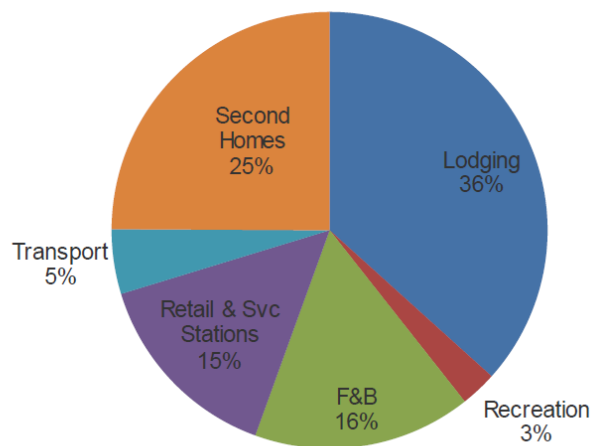


Source: Tourism Economics, The Economic Impact of Tourism in New York, 2016 Calendar Year; Catskill Focus

Figure A-3. Traveler Spending by Category, Catskills Region, 2016.

Traveler Spending, 2016

- Travelers spent \$1.2 billion in the Catskills region in 2016 across a diverse range of sectors.
- Spending on lodging and expenses related to second homes comprised 36% and 25% of the total, respectively.



Source: Tourism Economics, The Economic Impact of Tourism in New York, 2016 Calendar Year; Catskill Focus

Table A-10. Change in Traveler Spending, 2014-17.

Traveler Spend '000s	2014	2015	2016	2016 / 2015 %
Delaware	\$ 88,099	\$ 98,056	\$ 100,303	2.3%
Greene	\$ 154,749	\$ 151,997	\$ 158,417	4.2%
Sullivan	\$ 372,083	\$ 388,059	\$ 419,216	8.0%
Ulster	\$ 513,885	\$ 532,314	\$ 554,160	4.1%
TOTAL	\$ 1,128,817	\$ 1,170,425	\$ 1,232,096	5.3%

Source: Tourism Economics, *The Economic Impact of Tourism in New York, 2016 Calendar Year; Catskill Focus.*

Table A-11. Change in Traveler-related Local Tax Revenues, 2014-17.

Local Taxes, \$	2014	2015	2016	2016 / 2015 %
Delaware	5,657,338	6,332,665	6,502,767	2.7%
Greene	10,275,894	10,150,733	10,616,629	4.6%
Sullivan	24,638,907	25,890,332	28,127,855	8.6%
Ulster	34,658,842	36,164,406	37,829,088	4.6%
TOTAL	75,230,982	78,538,135	83,076,338	5.8%

Source: Tourism Economics, *The Economic Impact of Tourism in New York, 2016 Calendar Year; Catskill Focus.*

Table A-12. Change in Traveler-related State Tax Revenues, 2014-17.

State Taxes, \$	2014	2015	2016	2016 / 2015 %
Delaware	4,809,176	5,437,879	5,596,414	2.9%
Greene	8,447,505	8,429,249	8,838,923	4.9%
Sullivan	20,311,381	21,520,504	23,390,287	8.7%
Ulster	28,052,101	29,520,432	30,919,480	4.7%
TOTAL	61,620,163	64,908,064	68,745,103	5.9%

Source: Tourism Economics, *The Economic Impact of Tourism in New York, 2016 Calendar Year; Catskill Focus.*

e. Trends in Agritourism

Figure A-4 and Table A-13 focus on a what promises to be a major thrust in any proposed use of the Colony Farm parcels: agritourism. Figure 3 shows that those counties on the northern extent of the New York City metropolitan area (e.g., Dutchess and Orange) have the largest shared of direct farm sales. (Note: direct farm sales include farmstands and community-supported agriculture operations as well as agritourism.) This suggests that it may be useful to see how Ulster County compares with its agritourism efforts compared to Dutchess, Orange and Columbia counties as well as to the counties of the Catskills Region.

Table 13 compares these counties in terms of how much farm-related income they generate as well as how much income they generate in agritourism. Here Ulster County shows real strength. While it ranks fourth in overall farm related income and total farm-related income per farm, it is second in income derived from agritourism and recreational services and ranks second in income derived from agritourism and recreational services per farm, trailing only Orange County and far ahead of all of the other counties.

Figure A-4. Direct Farm Sales to Consumers by County, 2015.

Average Value per Farm of Direct Sales to Consumers, by County, 2012

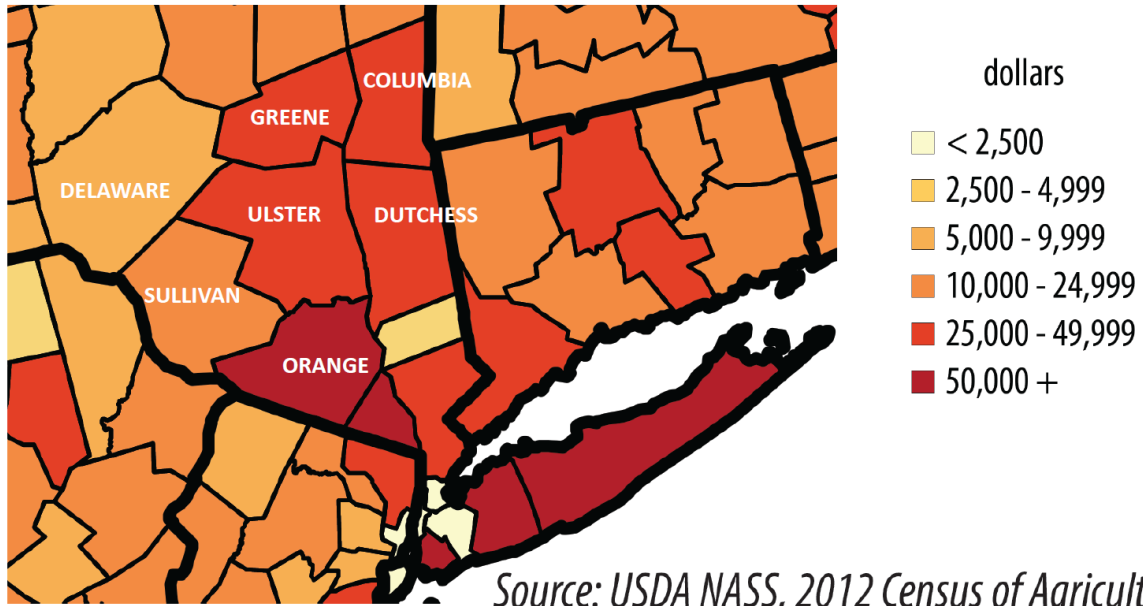


Table A-13. Income all Farms & Income, Farms with Income from Agritourism & Recreational Services, 2012.

COUNTY	Total Gross Income from Farm-related Sources (\$000)	Total Number of Farms	Income Per Farm	Income from Agritourism & Recreational Services (\$000)	Number of Farms	Income Per Farm
Delaware	\$ 3,126	270	\$ 11,578	(D)	13	NA
Greene	\$ 1,433	97	\$ 14,773	\$ 174	12	\$ 14,500
Sullivan	\$ 2,543	107	\$23,766	\$ 300	15	\$20,000
Ulster	\$ 3,648	170	\$ 21,459	\$ 1,109	26	\$42,654
Columbia	\$ 4,840	192	\$25,208	\$ 150	12	\$ 12,500
Dutchess	\$ 12,724	322	\$ 39,516	\$ 264	29	\$ 9,103
Orange	\$ 10,934	282	\$38,773	\$ 2,362	46	\$ 51,348

Source: USDA Census of Agriculture, 2012.

Thus, agritourism is well-established in the Ulster County. This could provide important support for agritourism related programming for the Colony Farm parcels.

Task B. Design of Stakeholder Outreach

Part of the feasibility study sought to secure perceptions of individuals and organizations involved in agriculture, agri-tourism and outdoor recreation in the region with regard to the types of uses that could potentially be developed on the project parcels, the opportunities associated with such development and the issues or constraints that could confront the project. In addition, this project will involve two public outreach meetings to allow residents and other stakeholder to weigh in on the project and its possibilities.

1. Stakeholders

A meeting with members of the project steering committee was held on January 23, 2018 to identify the stakeholders to be interviewed by Fairweather Consulting during this project. The list of stakeholders identified and contacted is provided in Table B-1.

Table B-1. Stakeholders contacted by Fairweather Consulting	
Organization	Contact
Local farming operations and agri-tourism enterprises in the Rondout Valley	
Kelder Farms	Chris Kelder
Rondout Valley Growers Association/Barthel's Farm	Nick Cipollone
Colony Farm tenant	Harmon Miedema
Eastern Correctional Facility, New York State Department of Corrections & Community Supervision	William Lee, Superintendent
Eastern Correctional Facility, New York State Department of Corrections & Community Supervision	Henry Moore, Deputy Superintendent for Administration
New York State Office of Parks, Recreation & Historic Preservation	Maggie Clemens, Counsel's Office
New York State Office of General Services	Thomas Pohl, Deputy Counsel
The Palisades Interstate Parks Commission/Office of Parks, Recreation and Historic Preservation	Hank Alicandri, Site Manager
New York State Department of Environmental Conservation	Bill Rudge, Region 3 Natural Resources Supervisor
The Open Space Institute	Bob Anderberg, Counsel
The Mohonk Preserve	Glenn Hoagland, Executive Director
Hudson Valley Farm Hub	Brooke Pickering Cole, Executive Director
Cornell Cooperative Extension of Ulster County	Jared Buono, Ph.D. Executive Director
The Ulster County Planning Department	Dennis Doyle, Director
Hudson Valley Agribusiness Development Corporation	Todd Erling, Executive Director

2. Public Outreach

At the meeting on January 28th, the initial public outreach meeting was scheduled for February 22, 2018 at 7PM in the Town of Wawarsing Town Hall. At that meeting, Fairweather Consulting was to provide an overview of the scope of work of the project and summarize the results of the assessment of the project parcels in terms of their suitability for the potential agricultural, tourism and outdoor recreation-related uses being assessed as part of this feasibility study (e.g., agricultural soils, presence in agricultural districts, proximity to other open space resources, etc.).

The second public outreach session will be scheduled when the draft report is complete to enable those interested to review and comment upon the results of the study. It is anticipated that this will be scheduled in May or June, when the results of this work are in draft form.

Task C: Assessment of Various Scenarios for Parcel Ownership and Control

This section of the report identifies various options for parcel ownership and control and assesses the strengths and weaknesses associated with each. The options considered were:

- Option 1: Continued ownership by the Department of Corrections & Community Supervision (DOCCS)
- Option 2: Ownership by Another State Agency
- Option 3: Ownership by Town of Wawarsing
- Option 4: Ownership by Private Owner (either a business or a not-for-profit entity), for limited development with deed restrictions

1. The Complexity of Conveying Surplus Public Land for Multi-use Purposes

While it may seem most straightforward to convey this land to the Town of Wawarsing or to Ulster County, this raises its own complications. In New York State, municipal park land can only be used for recreation and conservation purposes. To divert such land into non-park uses is illegal and termed alienation of park land. According to the New York State Office of Parks and Recreation (NYOPRHP):

Land conveyed to a municipality for park purposes can only be used for such purposes. Parkland alienation occurs when a municipality wishes to convey, sell, or lease municipal parkland or discontinue its use as a park. Parkland alienation applies to every municipal park in the State, whether owned by a city, county, town, or village. In order to convey parkland away, or to use parkland for another purpose, a municipality *must* receive prior authorization from the State in the form of legislation enacted by the New York State Legislature and approved by the Governor. The bill by which the Legislature grants its authorization is commonly referred to as a parkland alienation bill.¹

Consequently, if DOCCS conveyed the Colony Farm lands to the Town of Wawarsing or Ulster County to be used as a park, any attempt to develop or continue agriculture uses on the property would be considered an alienation of parkland and would require special action on the part of the State legislature to allow the any portion of the lands to be used for agriculture. When conveying surplus land, the Office of General Services may convey State land for \$1.00 for various purposes, among them are park and recreation and conservation. The municipality must agree to take it with a use restriction and a reverter to the State, if not so used. The land so conveyed can be used for other purposes such as agriculture, but this is also likely to require special action by the legislature to allow for such a use.² Given the popular support for the preservation and revitalization of agriculture, it is not likely to be difficult to secure such legislation, but the need to do so introduces delays and uncertainty to the process.

¹ New York State Office of Parks, Recreation & Historic Preservation, NYSOPRHP, *Handbook on the Alienation and Conversion of Municipal Parkland*, Revised September 1, 2017, p. 1.

² Emails from Thomas Pohl, Deputy Counsel, OGS August 29, 2018 and November 5, 2018.

On the other hand, the NYSOPRHP is not subject to such constraints. As outlined in the New York State Office of Parks, Recreation and Historic Preservation's *Handbook on the Alienation and Conversion of Municipal Parkland*, "The parkland dedication and alienation processes do not apply to State-owned parkland, which is governed by the legislative authority granted to State agencies in the Public Lands Law, the Parks, Recreation and Historic Preservation Law, and the Environmental Conservation Law."³

The state agency responsible for managing most public lands in New York, the New York State Department of Environmental Conservation (NYSDEC) is constrained in how those lands are used. Lands acquired or accepted under NYSEDC's Reforestation Program may only be used for reforestation purposes intended to preserve natural resource values for public enjoyment. Agriculture involves clearing and cultivation of land and therefore is not an acceptable purpose for lands acquired by NYSDEC under its conservation mission.⁴

This means that, if a mix of uses for the parcels is desired (i.e., maintain agricultural uses, while adding agritourism and outdoor recreation), the Colony Farm parcels would have to be conveyed to NYSOPRHP for that agency to develop, or given to the Town or County and special State legislation passed to allow nonpark uses to be included on the parcels. This suggests that the most direct way of achieving such a multi-use scenario would be for the lands to be conveyed to NYSOPRHP.

2. Assessing the Options

Each option is described in greater detail below, along with its associated strengths and weaknesses.

Option 1: Continued ownership by the Department of Corrections & Community Supervision (DOCCS)

Under this option, the Colony Farm parcels would remain under the ownership of DOCCS indefinitely.

STRENGTHS: This "no change" option involves no transfers of the land and therefore require no administrative action or expenditure of any resources to effect. This is the most desired option should the DOCCS have ongoing need for these parcels, or the use of the parcels will remain either vacant or leased for agricultural uses that requires little additional site development (as is currently the case with two of the parcels).

WEAKNESSES: Should the parcels be placed into more intensive uses not related to the mission of DOCCS (e.g., more intensive agriculture, outdoor recreation, etc.), it would be administratively cumbersome for the properties to remain under DOCCS ownership. Such uses would require changes in stewardship of the properties as well as in the supervision of the activities on site. In such a situation, it would be the simplest for DOCCS to have the involved parcels declared surplus under Section 33 of the Public Lands Law and conveyed to the Office of General Service (OGS).⁵ At that point, OGS contacts other State agencies and municipalities to see if there is interest in the parcels. If so, the land can be conveyed by

³ New York State Office of Parks, Recreation & Historic Preservation, NYSOPRHP, *Handbook on the Alienation and Conversion of Municipal Parkland*, Revised September 1, 2017, p. 4.

⁴ Interview with Bill Rudge, NYSDEC, October 12, 2018. Cf., New York Consolidated Laws, Environmental Conservation Law - ENV § 9-0501.

⁵ <https://ogs.ny.gov/BU/RE/LM/SGR.asp>

OGS directly to the interested government. If there is no interest by State agencies or municipalities, OGS then puts the property up to public auction for sale to private entities.

Option 2: Ownership by another State Agency (i.e., the Department of Environmental Conservation, the Office of Parks, Recreation & Historic Preservation, etc.)

As indicated above, should DOCCS surplus the property, it can be conveyed to another State agency without going to auction.

STRENGTHS: If the Colony Farm parcels are to be used for non-correctional purposes, transferring the ownership to another agency related to that purpose could provide greater capacity to manage the parcels for those new purposes. For example, if the lands were to be used for outdoor recreation, it would make sense to transfer them to an agency with systems in place for managing this type of use, such as the Office of Parks, Recreation and Historic Preservation. Similarly, if the lands were to be used to provide hiking access to the Vernooy Kill Forest or the Catskill Forest Preserve, the Department of Environmental Conservation may be an appropriate recipient of the parcels. In both cases, the transfer would place the lands under an agency with the expertise and administrative procedures able to provide appropriate stewardship of the lands.

WEAKNESSES: Should the parcels be conveyed to another State agency, the critical question to be addressed is whether the agency has the administrative capacity to take on the additional tasks involved in managing the land. In a time of tight state budgets, any agency receiving these parcels may be pressed to find the capacity to provide proper staffing to manage the land. In addition, under such conditions there is the possibility that the Colony Farm parcels would necessarily become a low-priority concern for any agency with state-wide responsibilities and a constrained budget. Therefore, if the Colony Farm parcels are to be transferred to another State agency, it is important that, prior to the transfer, it is clearly established that the receiving agency has the administrative capacity to oversee that tasks necessary to adapt the parcels to the new role envisioned for them. As indicated above, lands conveyed to the NYSDEC would only be permitted to be used for open space and related recreational purposes, while should NYSOPRHP receive the parcels, they could be used for a variety of purposes.

Option 3: Ownership by Town of Wawarsing

STRENGTHS: Should DOCCS surplus the Colony Farm parcels, Section 33 of the Public Lands Law provides a very straightforward process for the Town to take possession (assuming no State agency has an interest in receiving the land). In addition, conveyance to the Town provides it with complete control of the property, enabling the Town to directly oversee the re-use of the property, either through its own departments or by contracting with another organization (e.g., a not-for-profit organization) to manage the property.

WEAKNESSES: Management of these parcels is likely to require substantial administrative capacity, overseeing trail development, building renovations and—possibly—contracting with concessionaires. Wawarsing, like most rural towns in New York State, has limited administrative capacity. While some of the routine maintenance of the Colony Farm land could probably be undertaken by the Town Highway Department, coordinating the re-use of the site will require substantial administrative capacity that the Town does not possess and would have difficulty in developing.

Option 4: Ownership by Private Owner, for limited development with deed restrictions

Under this option, some or all of the Colony Farm parcels would be conveyed to a private owner with restrictions on how the property could be reused to be consistent with public purposes. While not routine, this option is possible under Section 33 of the Public Lands Law. Specifically, Section 5 (a) states that “[the] commissioner of general services may sell and convey improved, unappropriated state lands by competitive solicitation of offers through a request for proposals or similar method where in his or her judgment, a public auction is not in the best interests of the state. Such solicitation shall document the minimum qualitative and quantitative factors in addition to sale price to be used as criteria in the evaluation of offers and the general manner in which the evaluation process and selection of the most responsive and responsible offeror is to be conducted.”⁶ Thus, a mechanism exists to convey the property directly from OGS to a private developer through the issuance of a request for proposals through which OGS can provide guidance with respect to the land uses, development standards and activities expected to take place on the parcels.

STRENGTHS: Under this option, clear standards for development can be incorporated into the Request for Proposals (RFPs). In addition, the RFP can call for the responders to demonstrate that they have the administrative and financial capacity to carry out the program included in the RFP.

WEAKNESSES: There are two potential weaknesses with this process. First, the RFP would be controlled by the Office of General Services, not by the Town. While this is not necessarily a weakness, it does remove the Town from direct control of the RFP process. A second and related weakness is that development of the RFP would be a complex process in terms of developing an RFP that sets appropriate expectations for both the program of work and the administrative and financial capacity of the responders. While OGS certainly has the expertise to oversee this process, it may be difficult for the Town to fully participate in shaping the RFP, given the understandable lack of expertise and administrative capacity in Town government for taking on a project of this complexity.

Conclusion: The Importance of Adequate Administrative and Financial Capacity to a Successful Project

Each of the options for ownership and control of the Colony Farm parcels has its attraction, depending upon the ultimate decisions regarding the use of the property. For example, if the property is to stay simply in vegetable production and unused open space, then continued ownership and control by DOCCS (Option 1) remains very viable. However, if the Colony Farm were to be put to more intensive use for outdoor recreation, more intensive agriculture and/or related retail, it would be best to move the ownership and control of the parcels to options 2, 3 or 4.

While each of these three options has its own set of strengths and weaknesses, it is conceivable that any one of the three could be an effective way of managing the Colony Farm parcels as they are prepared for new, more intensive uses, depending upon the circumstances of the proposed disposition of the property and its projected use. Under any of these three latter options, the most critical factor to be considered is

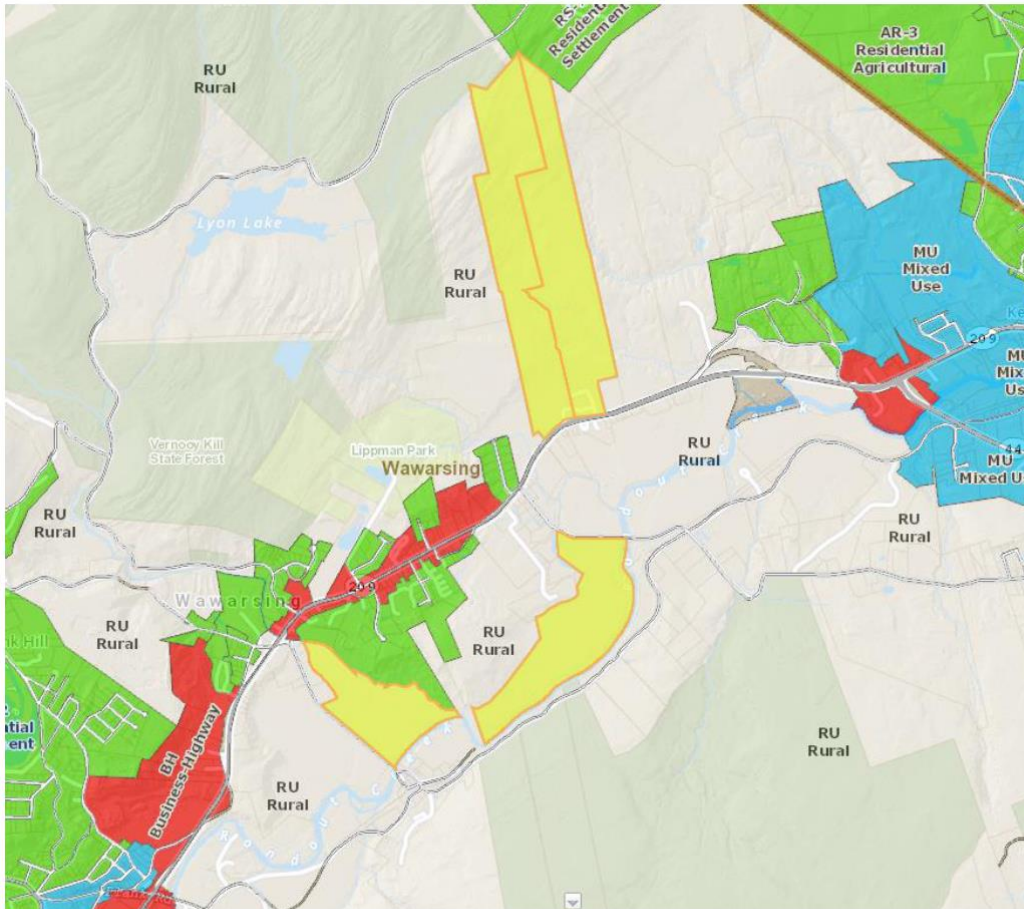
⁶ <https://www.nysenate.gov/legislation/laws/PBL/33>

whether or not the option under consideration provides and/or recreate sufficient administrative and financial capacity to carry out the activities associated with the project land uses. As is discussed in the next section of this report, this could involve establishing and executing lease agreements, conducting or overseeing fundraising, organizing and overseeing capital improvement projects and similar activities. Therefore, in the cases of options 2, 3 and 4, the most important factor to be assessed in determining whether that option is appropriate is whether the resulting arrangement provides the administrative and financial capacity to initiate and/or oversee the actions required by the development scenario.


Task D. Analysis of Current and Proposed Zoning & Assessment of the Land Base

Figure D-1.

Current Zoning: RU Rural



Source: Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

 = subject parcels

This section provides a review of the current and proposed zoning of the parcels included in this feasibility study to determine if agricultural related uses would be permitted under such zoning.

1. Current Zoning

The analysis begins by considering the current zoning. Figure D-1 shows where the study parcels are in Wawarsing's current zoning. Table D-1 includes the use table for the RU Rural zone in which all four parcels are located. Table D-1 clearly supports the idea that the RU Rural District allows agricultural related uses within it. Agriculture is the first permitted use listed in the Table.

Other agricultural related uses included as "as of right" uses include farm produce stands, greenhouses, nurseries and timber harvesting. Some of the permitted uses, while not directly related to agriculture, are consistent with hosting agricultural and open-space-related uses on the parcels. These include bed-and-breakfasts, public and private parks as well as public and semi-public uses. Similarly, some special uses associated with the RU Rural District zoning are also consistent with the potential uses envisioned for the project parcels. These special uses include campgrounds and charitable or retreat institutions.

Thus, it appears that the current RU Rural District zoning is fully compatible with the farm-related, tourism-related and recreation-related uses that may be included as part of developing a complex on the project parcels to promote agriculture, agricultural education and outdoor recreation.

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Table D-1. Uses Allowed in RU Rural District, Town of Wawarsing.								
District Intent	Principal Permitted Uses	Special Uses	Accessory Uses	Development Standards**				
RU Rural District: This district is intended to conserve large areas of open space while allowing for very-low-density development and accommodation of larger land uses of an agricultural, rural or recreational nature	Agriculture	Adult uses	Accessory dwellings	Minimum Lot area (acres) Lot width (feet) Lot depth (feet) Front yard (feet) Side yard (feet) Rear yard (feet)	A 5 200 250 50 50 50	B 5 200 250 50 50 50	C 5 200 250 50 50 50	D 5 200 250 50 50 50
	Bed-and-breakfasts*	Campgrounds and recreational vehicle parks	Home occupations					
	Conservation subdivisions	Charitable or retreat institutions	Off-street parking areas					
	Farm produce stands*	Commercial recreation	Parish/parsonage houses					
	Greenhouses*	Hotels and motels	Private garages					
	Mining and extractive uses*	Kennels	Private greenhouse, boathouse, etc.					
	Nurseries*	Minor-impact light industrial uses	Private swimming pool					
	Places of worship*	Private nonprofit clubs	Signs	Maximum Lot coverage Building stories Building height (feet)	A 25% 2.5 35	B 25% 2.5 35	C 25% 2.5 35	D 25% 2.5 35
	Public and private parks	PUDs	Other customary residential accessory uses					
	Public utility facilities*	Sawmills						
	Public and semipublic uses	Schools, colleges and education facilities						
	Single-family dwellings	Telecommunications facilities per § 112-28						
	Timber harvesting*							
Two-family dwellings								
NOTES: * Site plan review by Planning Board required. ** Development standards: A = On-site sewage and water C = Central sewage only B = Centralwater only D = Central sewage and water								
Source: Town of Wawarsing Zoning Code.								

2. Proposed Zoning

Figure D-2 shows the project parcels in the zoning that has been proposed by the Town of Wawarsing Zoning Committee currently under consideration by the Town Board. Under the proposed zoning, all four parcels are in the Agriculture Development District zoning (see Table D-2). This district has been created specifically to support farming and agricultural-related and food-related uses within the zone.

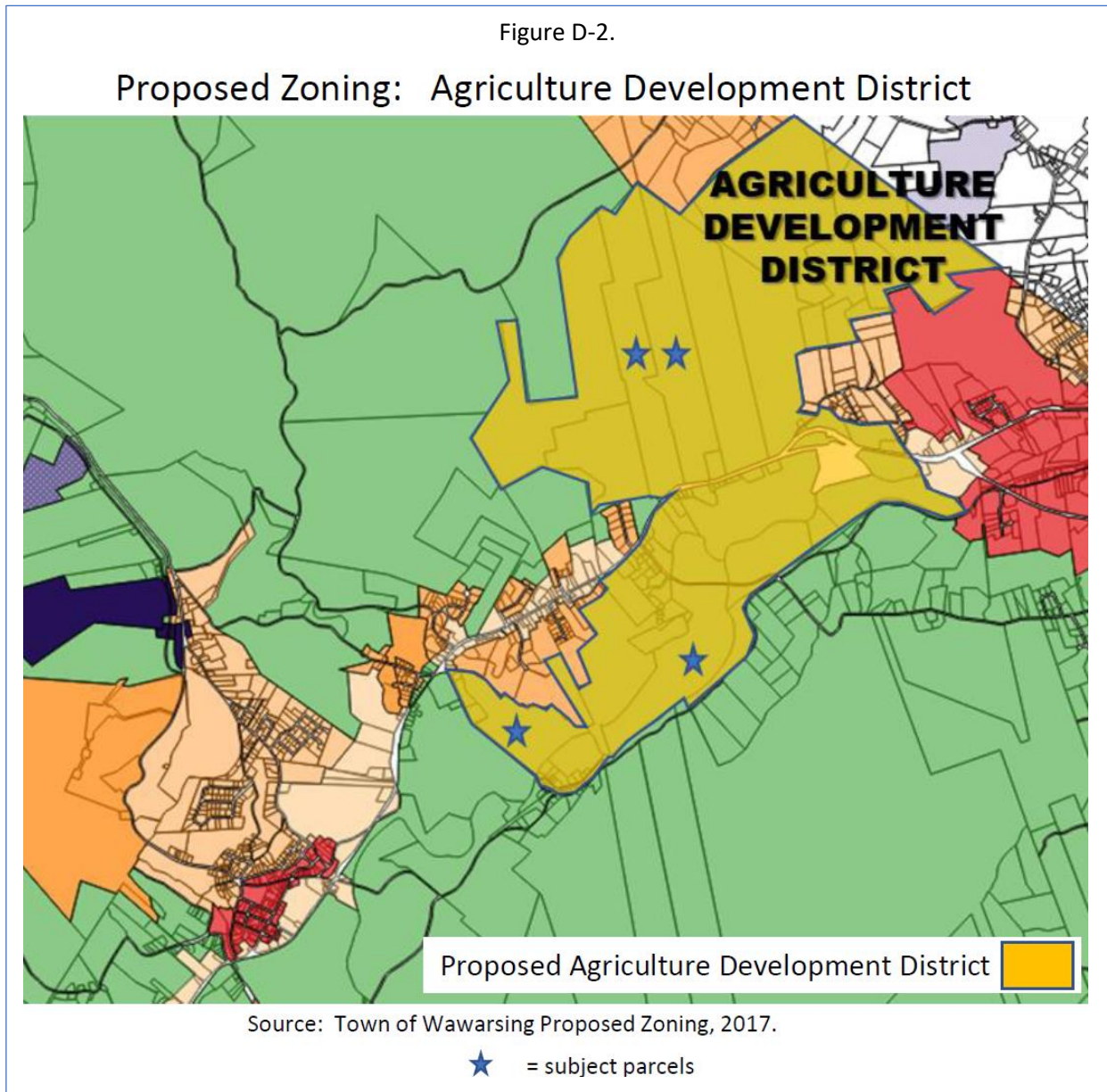


Table D-2. Uses Allowed in the Proposed Agriculture Development District Zoning.

District Intent	Principal Permitted Uses	Special Uses	Accessory Uses	Development Standards	
				Minimums	A
AD Agriculture Development District The AD District is intended to foster low-density agriculture- and food-related uses along with compatible outdoor recreation opportunities.	Agriculture Agri-tourism Beds & Breakfasts Restaurants Single-family housing *Site plan review by the planning board required.	Multi-family dwellings Private, not-for-profit membership clubs	Accessory dwellings Home occupations Off-street parking areas Private garages Private swimming pool Signs Other customary agricultural and residential uses	Lot area (acres)	10
				Lot width (feet)	200
				Lot depth (feet)	200
				Front yard (feet)	50
				Side yard (feet)	50
				Rear yard (feet)	50
				Maximums	A
				Lot coverage	20%
				Building stories	
				Residential	3.0
				All other uses	3.5
				Building height (feet)	
				Residential	35
				All other uses	45
A=On-site sewer & Water					

Source: Town of Wawarsing Zoning Committee, Proposed Zoning, December, 2017.

Among the principal permitted uses, the only one that is not agriculturally related is single-family housing. In addition to agriculture, the “as-of-right” uses include agri-tourism, beds and breakfasts and restaurants, all of which are compatible with the concept of creating a complex of agricultural, recreational and tourism-related uses on the four project parcels.

Thus, both the current and proposed zoning in which the four project parcels are located fully support the types of uses envisioned for the project parcels in this feasibility study.

3. Assessment of the Land Base

This analysis uses existing studies and mapping to identify re-useable land, wetlands delineations, flood plain mapping, points of access, existing structures, etc.

As described below in detail, the four study parcels are not without some constraints, particularly with regard to the presence of wetlands and, for the two southernmost parcels, falling within the Floodway and 100-year flood plain for the Rondout Creek.

That being said, from a physical perspective, the parcels do show potential for interesting re-use, particularly for uses related to farming, agri-tourism and outdoor recreation. All four parcels are located within the County’s AG-3 Agricultural District. They all contain USDA Prime Farmland and/or Soils of Statewide Significance. There are still barns and milking sheds on one portion of the properties.

In terms of tourism and outdoor recreation, the two southernmost study parcels can be directly accessed from Minnewaska State Park from the south via Berme Road and Port Ben Road. The northern two parcels provide direct access to Vernoooy Kill State Forest at their northernmost edge. Route 209 (designated as a portion of the Shawangunk Mountain Scenic Byway provides a direct link between these parcels and the Long Path.

Local regulatory policies are also consistent with the types of uses being explored in this analysis. All four study parcels are currently in the Town’s RU Rural Zone which allows a variety of uses related to agriculture, tourism and outdoor recreation.

Thus, from the perspective of the land base, the four parcels associated with the Colony Farm appear to be reasonably well-positioned to serve as sites for agricultural, agri-tourism, outdoor recreation and tourism related activities that may be identified as feasible during the course of this study. The two northern parcels (referred to below as parcels A and B) appear to have fewer constraints in terms of active reuse. But all four parcels have the potential for some time of reuse related to agriculture, tourism and outdoor recreation.

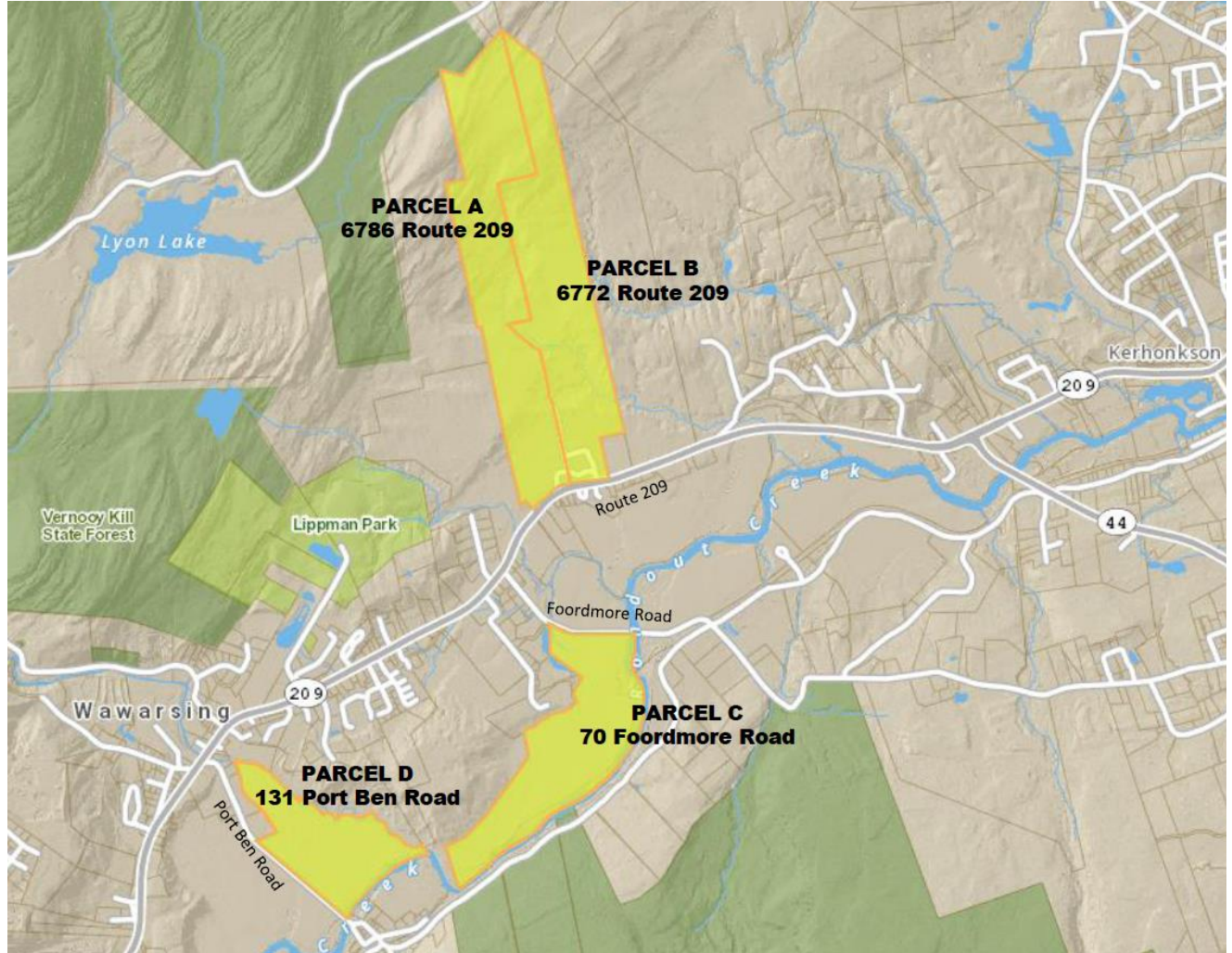
a. Understanding the Land Base

This task provides an overview of the land included in this feasibility study. Table D-3 provides a summary of those parcels. The map in Figure D-3 contains a map of the four parcels involved.

Table D-3. The Colony Farm Parcels						
	Parcel SBL	Owner	Parcel_Address	Municipality	Property_Class	Acres
Parcel A	75.4-2-2	NYS Farm	6786 Rt 209	Wawarsing	Correctional	145.5
Parcel B	75.4-2-3	NYS Farm	6772 Rt 209	Wawarsing	Correctional	145.5
Parcel C	83.2-2-43.200	NYS DOC Services	70 Foordmore Rd	Kerhonkson	Vacant farmland	110.68
Parcel D	83.2-1-43.111	NYS DOC Services	131 Port Ben Rd	Kerhonkson	Vacant farmland	95.2
Total Acres:						496.88
Source: Compiled by Fairweather Consulting from Ulster County Parcel Viewer.						

Together, the four parcels consist of a total of almost 500 acres of land that historically has been used for farming. Parcel A and B are each 145.5 acres and front Route 209 along their southern boundaries. Parcel C is 110.68 acres fronting Foordmore Road on its northern boundary. Parcel D (95.2 acres) fronts Port Ben Road along its western boundary.

Figure D-3. The Study Parcels.



Source: Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

This task identifies the reusable land in these parcels by examining existing configuration and constraints on the land. The assessment will begin with a view of the soils on the four parcels, identify any hydric soils as well as wetlands associated with the parcels.

From there the analysis looks at environmental constraints on the land, including identifying floodplains, aquifers, biologically important areas and habit cores (i.e., areas of habitat not degraded by fragmentation). In addition, this assessment examines the presence of important farmland and prime

soils on the site as well as the extent to which the parcels are included in the Ulster County agricultural districts.

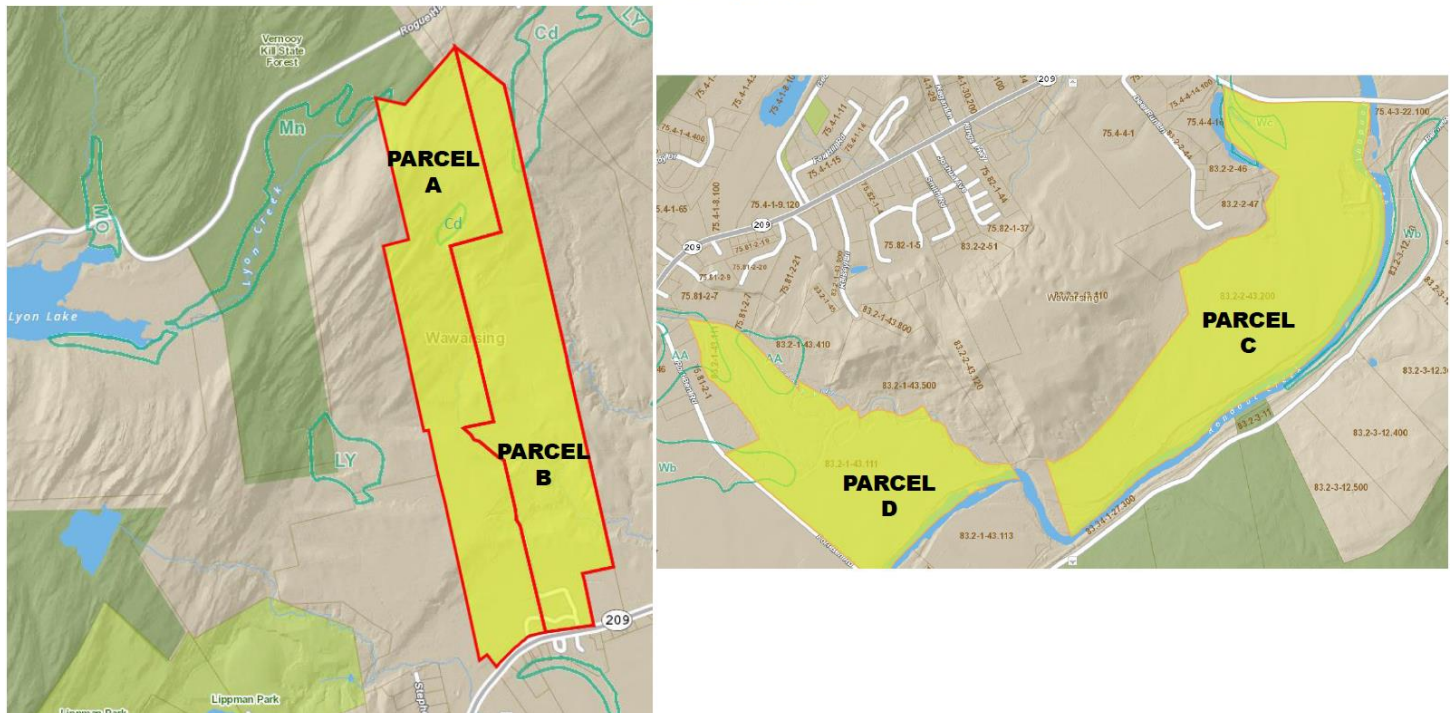
Finally, we identify any structures on the parcels as well as potential points of access for each parcel.

b. Environmental Constraints

Hydric Soils

The quality of the soils on any site can affect the ability of that site to support various uses. Hydric Soils are a particular concern. According to the Natural Resources Conservation Service, a hydric soil is “a soil that formed under conditions of saturation, flooding or ponding long enough during the growing season to develop anaerobic conditions in the upper part.”⁷ The presence of hydric soils are an indication that the area either supports or is susceptible of supporting a wetland. As shown in Figure D-4, parcels A and B have small amounts of hydric soils in the northernmost portions of each parcel. Parcel C has hydric soils along the banks of the Rondout Creek and adjacent to the small pond in the northwestern corner of the parcel. Parcel D also has hydric soils on its southern edge, abutting the Rondout Creek as well as in the northeastern corner of the property along the Vernooij Kill, and on its eastern edge along Port Ben Road.

Figure D-4. Hydric Soils.



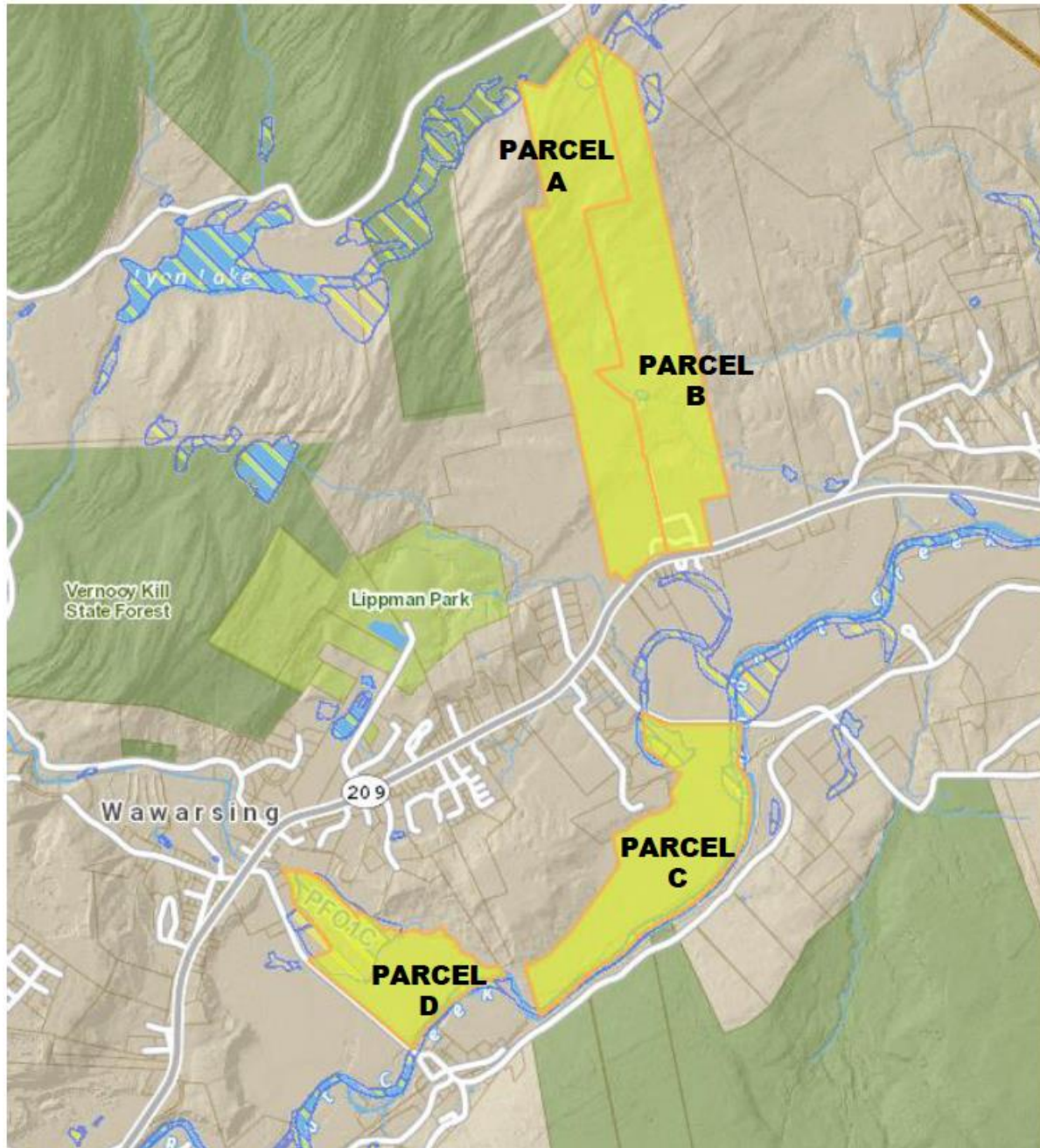
Source: Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

⁷ https://www.nrcs.usda.gov/wps/portal/nrcs/detail/soils/use/hydric/?cid=nrcs142p2_053961

Wetlands

As shown in Figure D-5, the only wetlands on the parcels are from the National Wetlands Inventory. There are no NYSDEC Freshwater Wetlands mapped on any of the four parcels. Parcels A and B have very small wetlands within their boundaries. Approximately 1/8 of Parcel C consists of wetland, concentrated in the northern portion of the property. On the other hand, the northern one-third of Parcel D is Federal wetlands associated with the Vernoo Kill.

Figure D-5. Wetlands (National Wetlands Inventory)

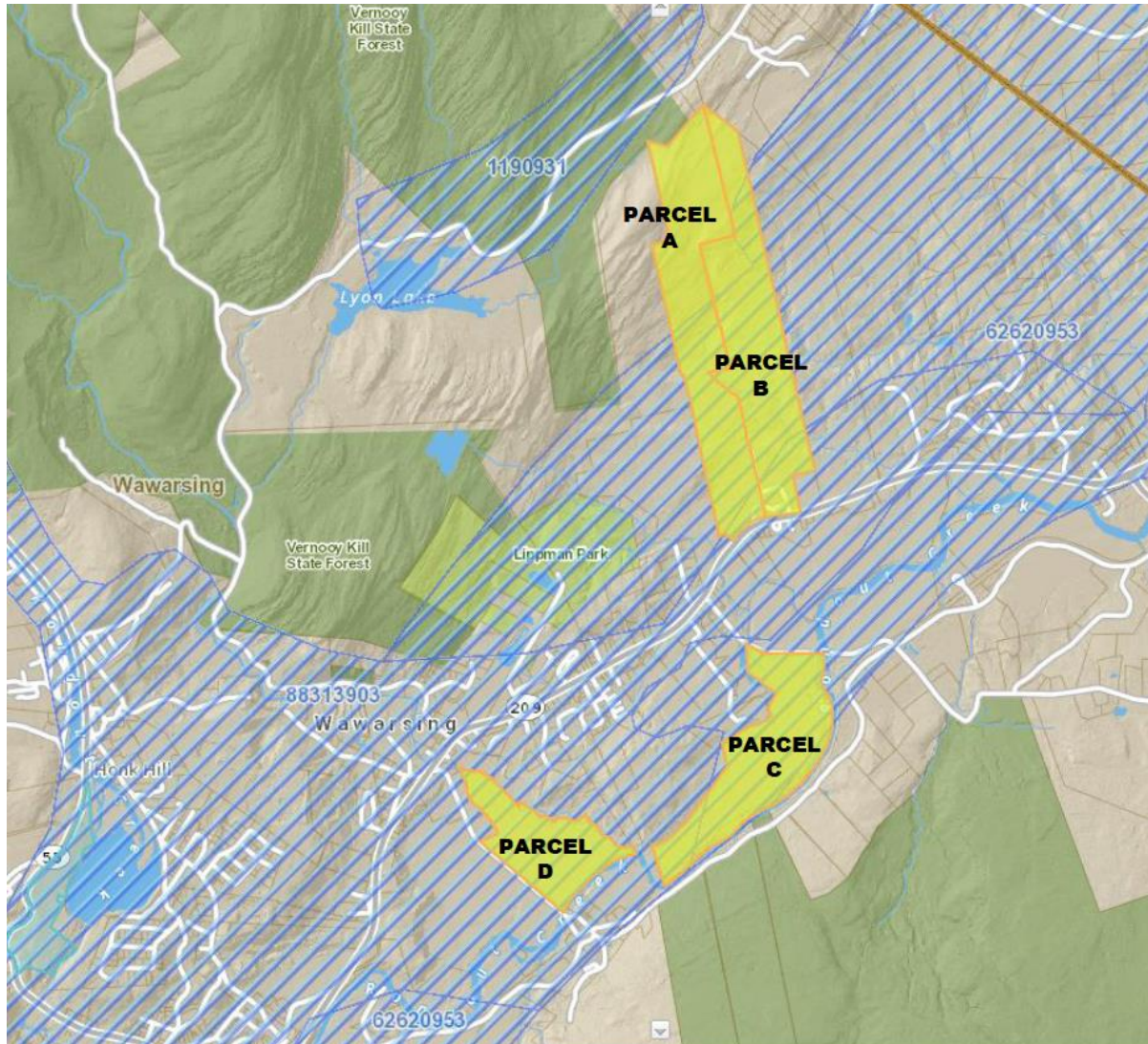


Source: Ulster County Parcel Viewer (<http://ulstercountynv.gov/maps/parcel-viewer/>)

Aquifers

Figure D-6 shows the sand and gravel aquifers in the area of the parcels, indicating that, with the exception of the northernmost portions of parcels A and B, all four properties are found over an aquifer.

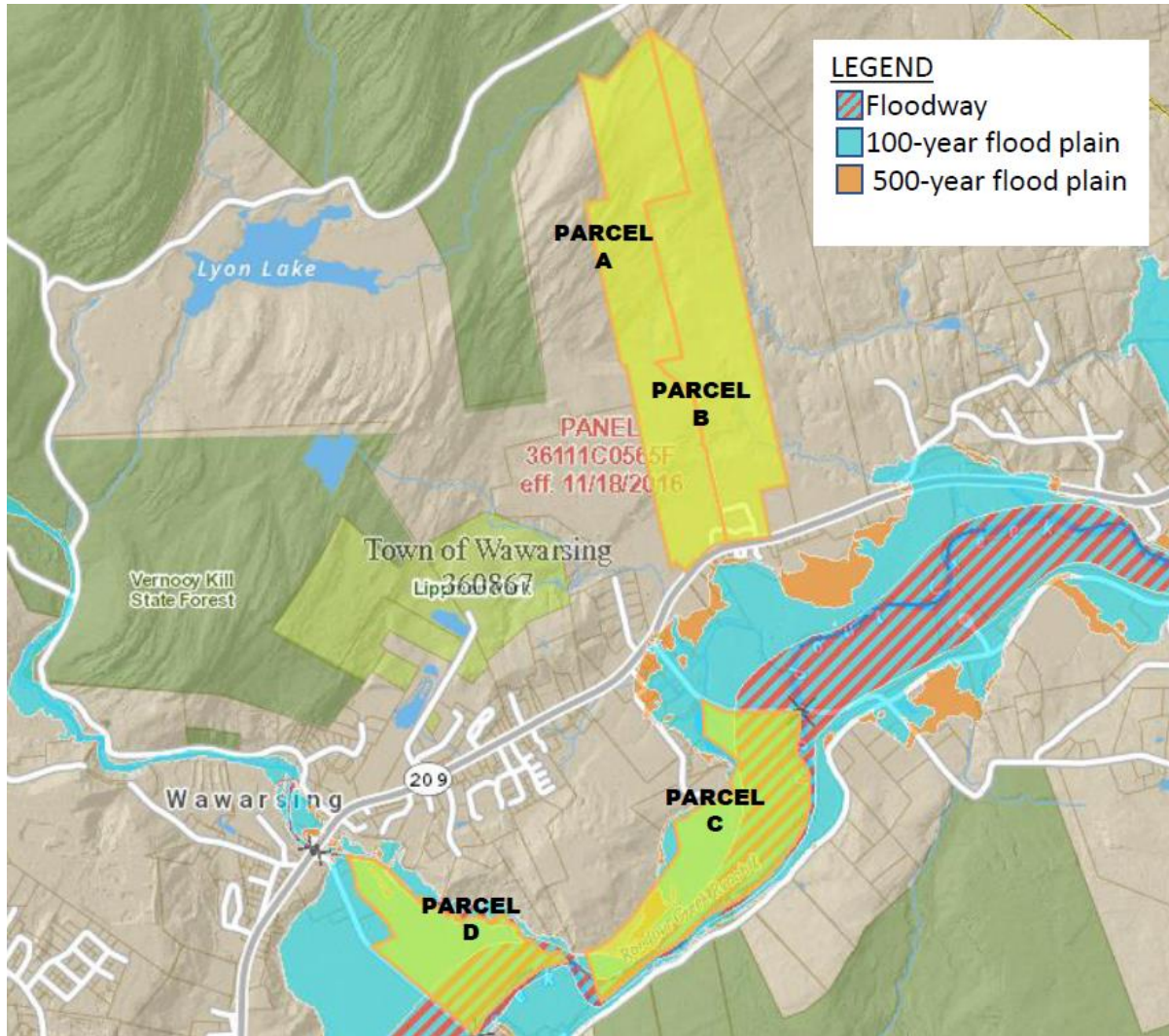
Figure D-6. Sand & Gravel Aquifers.



Source: Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

Flood Plains

Figure D-7. FEMA-Adopted Flood Hazards.

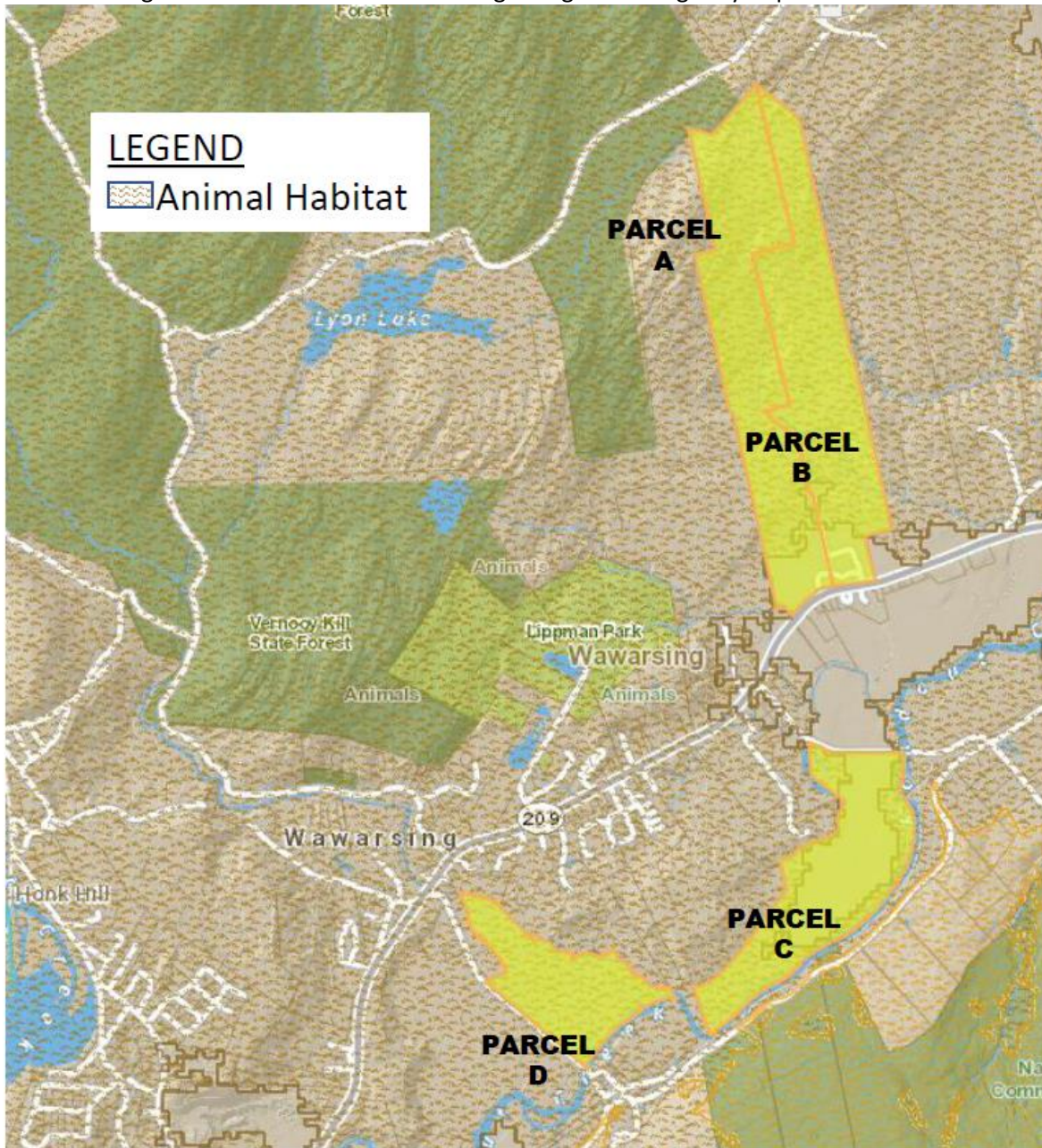


Source: Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

Figure D-7 displays FEMA adopted flood hazards (flood plains) in the area. Parcels A and B are entirely outside of any flood plains. On the other hand, parcels C and D are entirely within the 100-year flood plain for the Rondout Creek, and at least half of each of these are within the Rondout’s floodway (i.e., the area in which development could serve to aggravate upstream flooding).

Biologically Important Areas & Habitat Cores

Figure D-8. NYSDEC Natural Heritage Program Biologically Important Areas.

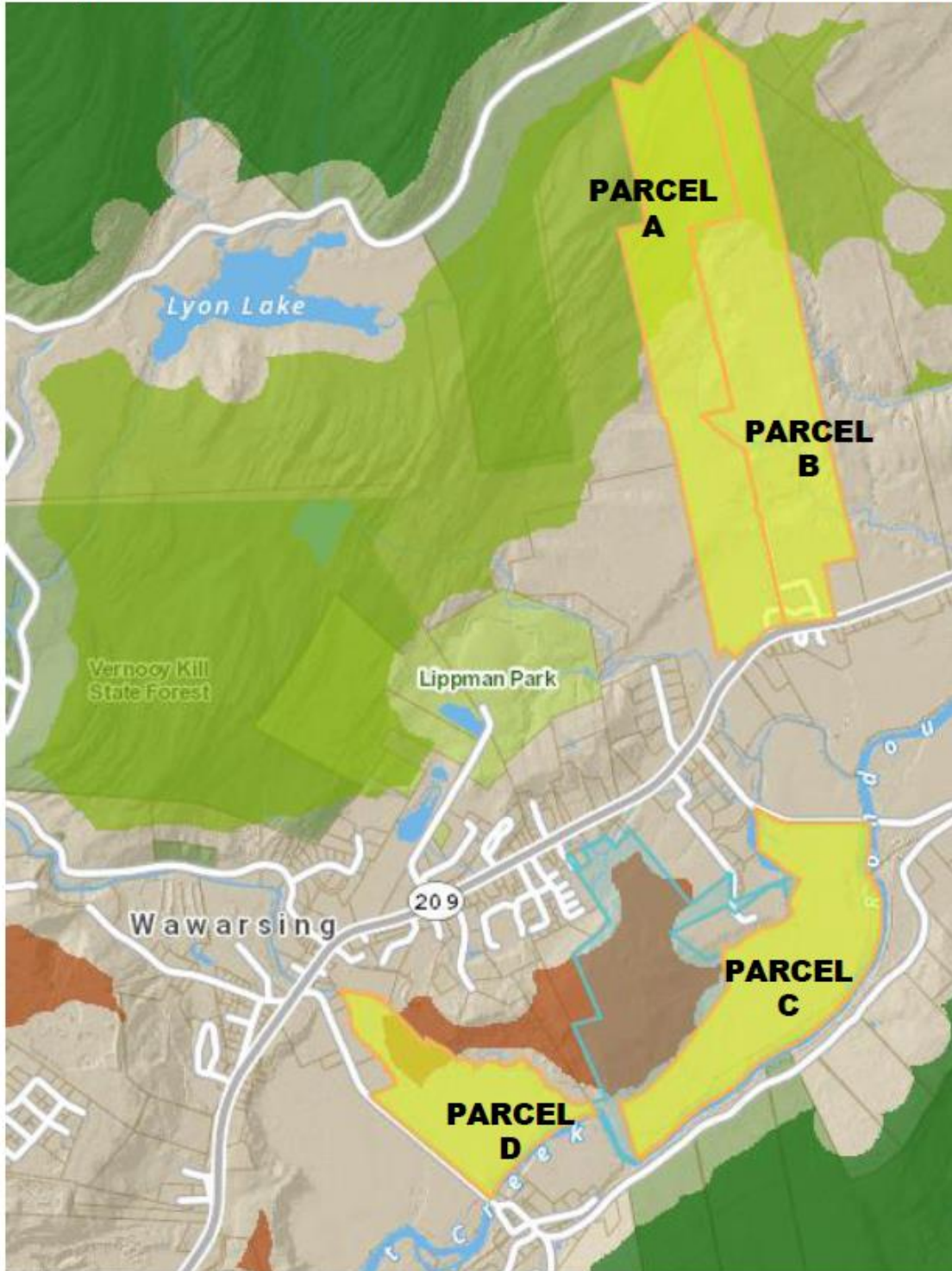


Source: Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

As shown in Figure D-8, all parcels A, B and D are largely within animal habitat recognized as biologically important areas by the NYS Department of Environmental Conservation's Natural Heritage Program. Parcel C has animal habitat along its northern and southern edges, as well as within the southern 1/3 of the property.

Habitat Cores are used by the Natural Heritage Program to identify those portions of a habitat area that are still fully intact and have not been fragmented by development. As depicted in Figure D-9, the

Figure D-9. NYSDEC Natural Heritage Program Habitat Cores.



Source: Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

northern portions of parcels A and B extend into a Habitat Core. Parcel D has a Habitat Core area extending into approximately 1/6 of the property in its northern section adjacent to the Vernoy Kill.

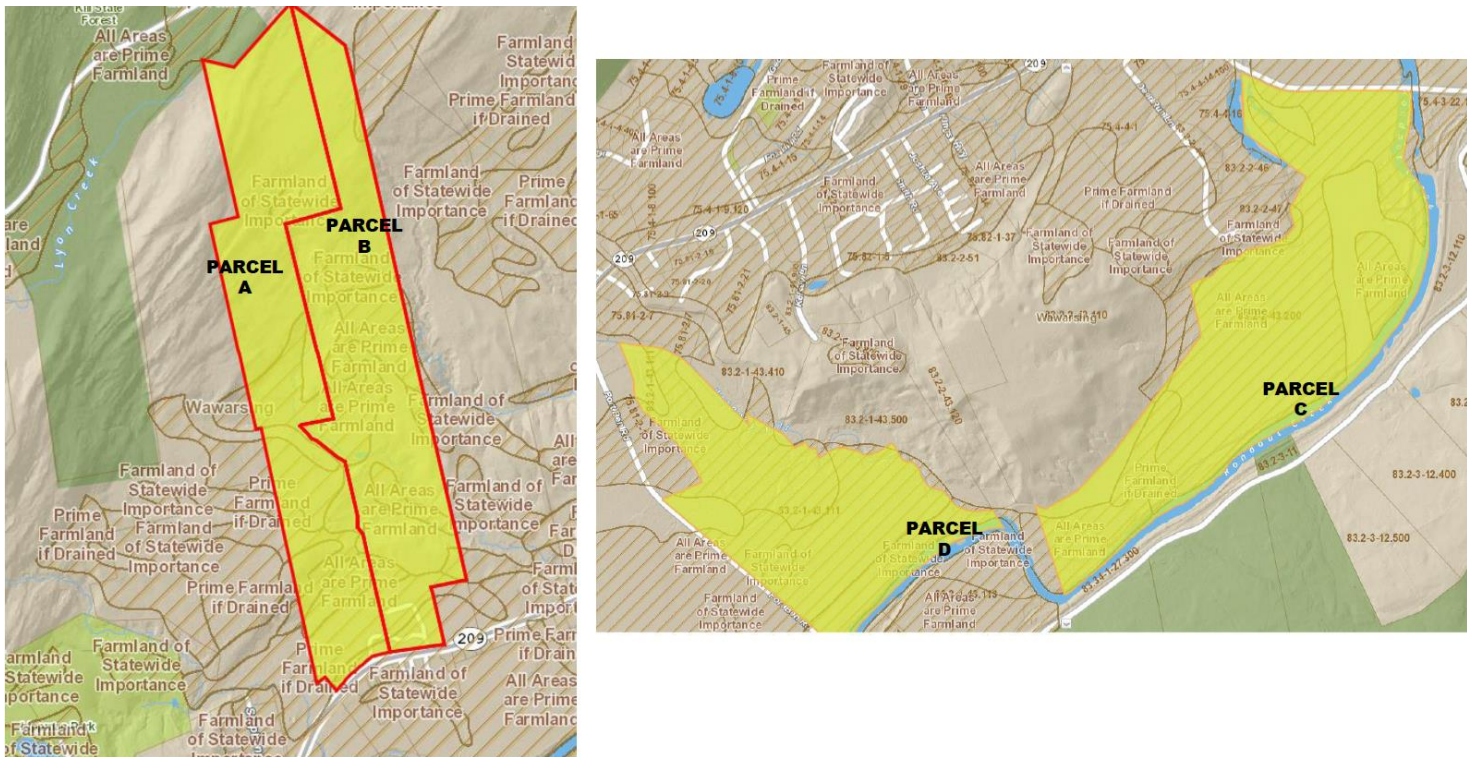
c. Agricultural Importance

The assessment of the characteristics of the four parcels also examined them from the perspective of their importance as agricultural resources. In particular, this assessment looked at the extent to which the parcels contain important agricultural soils and well as the extent to which they are recognized as important agricultural resources by Ulster County and therefore included in the County’s Agricultural Districts.

USDA Prime and Important Agricultural Soils

Figure D-10 shows the extent to which the study parcels contain areas considered by the USDA to be prime farmland and agricultural soils of statewide significance. Consistent with the area’s long agricultural history, all four parcels are replete with either prime farmland and/or soils of statewide significance.

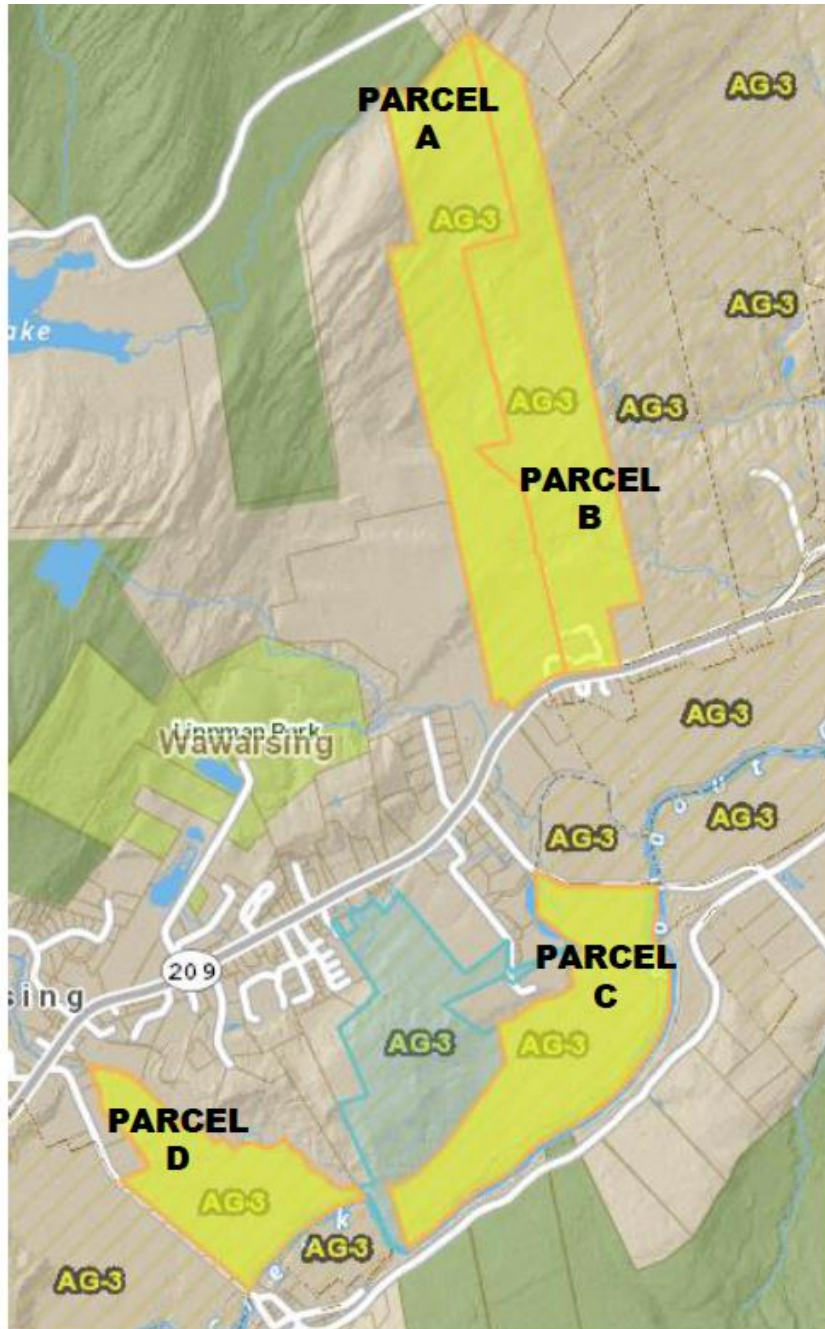
Figure D-10. USDA Prime and Important Agricultural Soils



Source: Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

Agricultural Districts

Figure D-11. Ulster County Agricultural Districts.



Source: Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

According to the Ulster County Planning Department’s description on the County’s website: “Land is included into an agricultural district based on its viability for commercial agriculture and/or its importance to the region’s agricultural economy.”

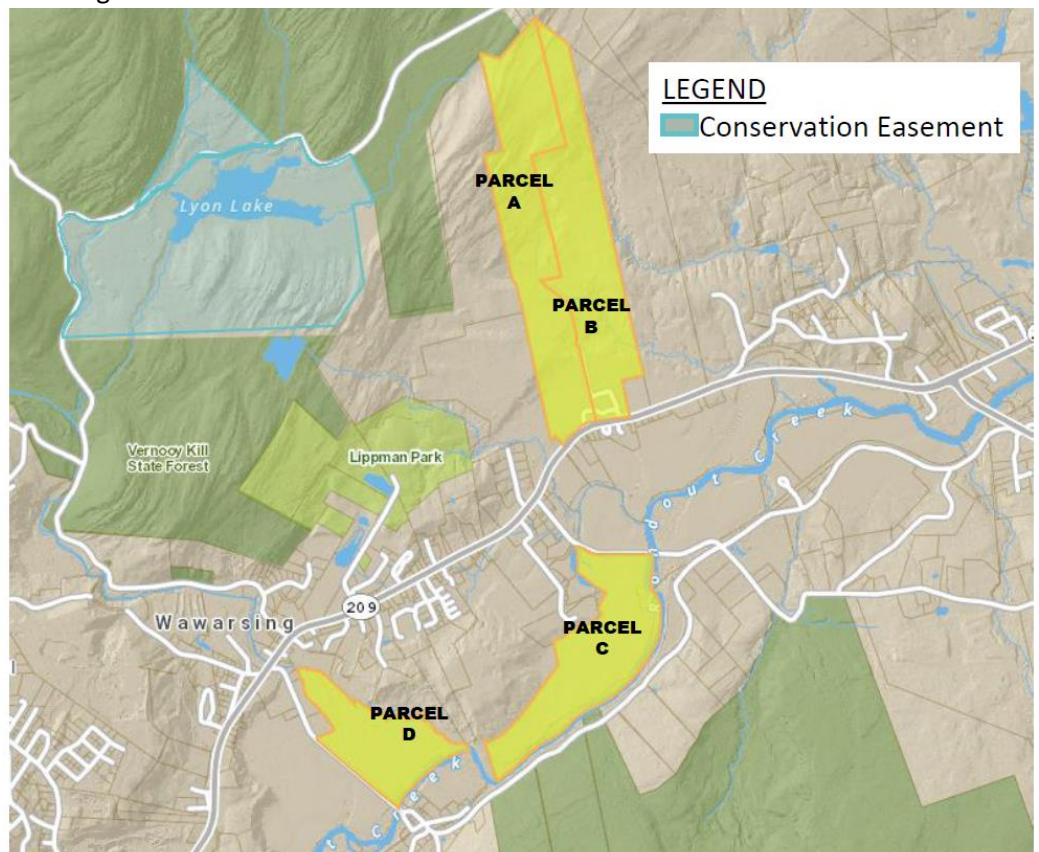
Inclusion in the Agricultural District Program affords tax parcels legal protections for activities considered agriculture by New York State Law. This can also include new and emerging agricultural practices depending on findings from the New York State Department of Agriculture and Markets in consultation with Cornell University’s College of Agriculture and Life Sciences and the USDA’s Natural Resource Conservation Service.⁸

As shown in Figure D-11, all four parcels are contained within Ulster County’s AG-3 Agricultural District.

d. Conservation Easements

The use of conservation easements was documented by consulting the National Conservation Easement Database. As show in Figure D-12, there is one conservation easement in effect in the immediate vicinity

Figure D-12. Conservation Easements.



Lundy Estate
 Date Established: 2002
 Total Acres: 399.94
 County: Ulster
 State: NY

Easement Holder
 New York State Department of
 Environmental Conservation

Access Status
 Unknown

Owner Type
 Unknown

Easement Holder Type
 State

Purpose
 Unknown

Data Provider
 New York State Department of
 Environmental Protection

Sources: National Conservation Easement Database (<http://conservationeasements.us/>) & Ulster County Parcel Viewer (<http://ulstercountyny.gov/maps/parcel-viewer/>)

⁸ <http://ulstercountyny.gov/planning/annual-agricultural-district-inclusions>

of the four project parcels. The New York State Department of Environmental Conservation holds on easement on a 400-acre parcel known as the former Lundy Estate that abuts the Vernooy Kill State Forest. There are no records of conservation easements in effect on any of the four parcels.

e. Structures & Access

Part of assessing the potential for reuse of these parcels is to understand the existing infrastructure on site. In this case, it means knowing the existing structures on the parcels and having an understanding of how the sites can be accessed.

Structures

Parcels C and D are vacant. As shown in Figure D-13, the only structures involved with these four parcels are in the southernmost edge of parcels A and B, almost exclusively on Parcel B. The Hudson Valley Farm Finder Website provides an overview of the structures on the site:

Description of the property's current condition and current use(s):

Colony Farm is a former state prison dairy farm in the Catskill-Shawangunk Greenway. The Town of Wawarsing has applied for USDA grant funding to study its re-use for agritourism. The land is currently rented from Eastern Correctional Facility by a local hay farmer. Decisions regarding ultimate use and disposition are matters to be addressed after the town study is complete. The land is under the control of the Corrections Department. We are seeking farmers' who might be interested in the farm after the study is complete and DOCCS disposes of it through sale or transfer to the town or another state agency to suggest an ultimate use such as a dairy, artisan cheese, yogurt or ice cream production and retail sales.

Farm history / past uses of the property:

NYS prison farm

Farm Infrastructure

Infrastructure and equipment:

- water
- barns/structures
- housing
- equipment

Water access description:

A well and water tower are located at the farmstead.

Barns/structures description:

The property consists of a milking parlor and barns with steel roofs, sheds, and a pheasant coop.

Farmer housing description:

Two houses are located on the property.

Equipment description:

No dairy equipment remains.

Crops and Livestock

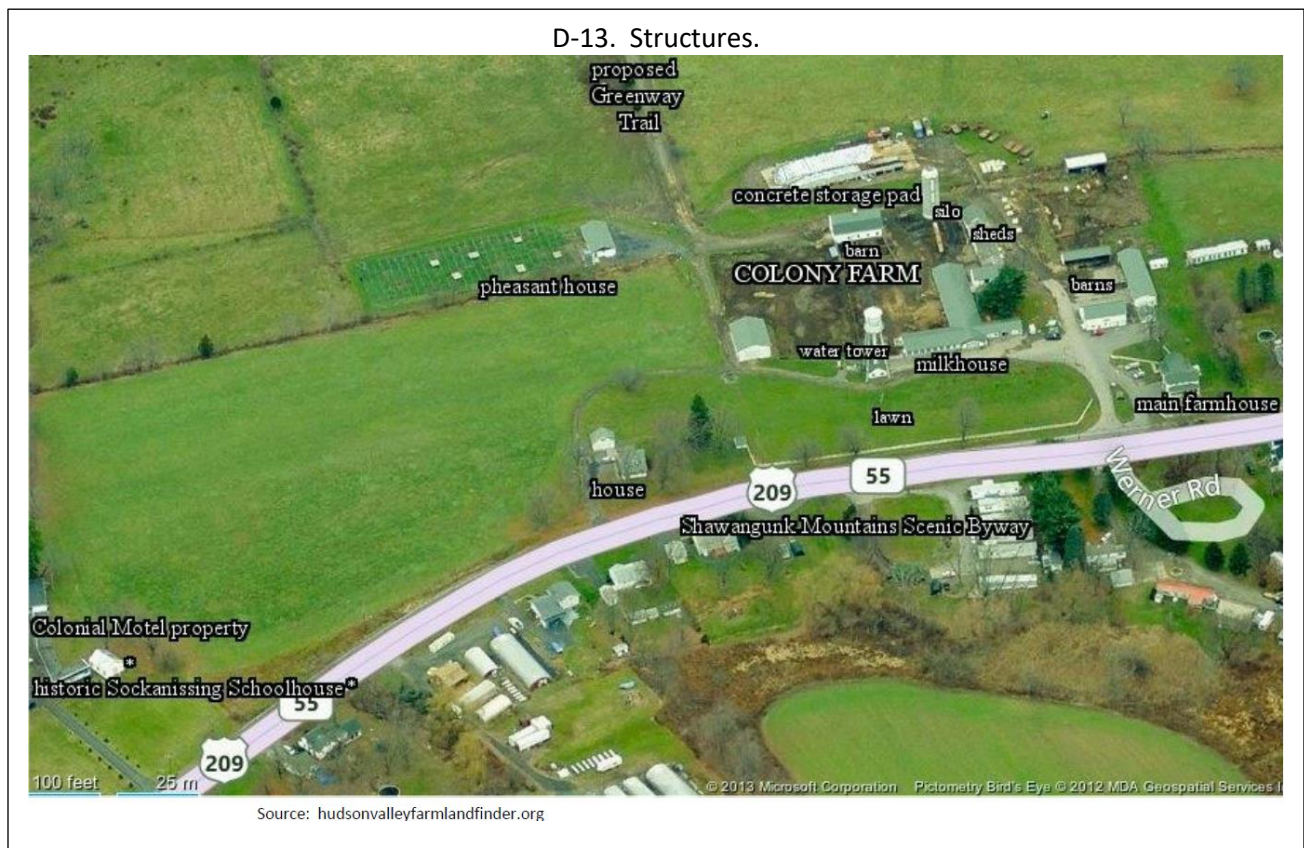
Types of crops permitted to be produced on the property:

Vegetables, Fruits, Grains, Ornamentals, Hay, Other Crops

Types of livestock permitted on the property:

Cattle - Beef, Cattle - Dairy, Equine, Goats/Sheep, Pigs, Poultry, Other livestock

Source: www.hudsonvalleyfarmfinders.org



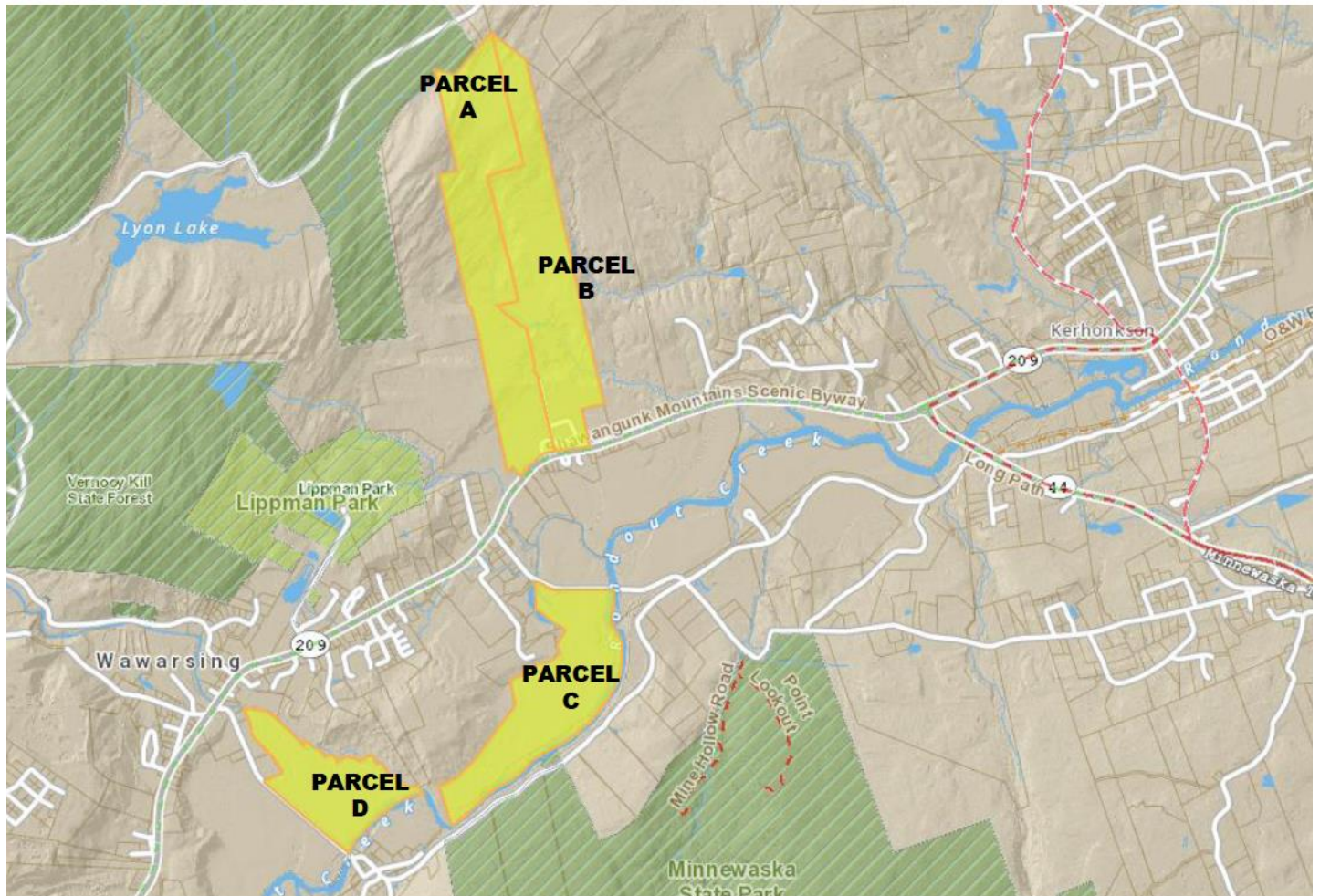
Access

Figure 4-12 provides an overview of access to the four study parcels. In terms of road access, parcels A and B abut Route 209 and have internal driveways throughout their southern portions. Parcel C can be accessed from Foordmore Road to the north. Parcel D can be accessed from Port Ben Road to its west, assuming one avoids the wetlands in the northern extent of its frontage on Port Ben Road.

Trail Access

Another aspect of access is the extent to which the parcels either connect or have the potential to connect to trails and recreational areas in the area. Figure 4-12 shows that Route 209 is part of the designated Shawangunk Mountains Scenic Byway which links to the Long Path just west of the hamlet of Kerhonkson. As mentioned above, both parcels A and B abut Route 209, and therefore can be directly accessed from this Long Path via Route 209. At the same time, parcels C and D are immediately across the Rondout Creek from Minnewaska State Park. Indeed, Port Ben Road—upon which Parcel D abuts—and Foordmore Road—which borders Parcel C—both cross the Rondout and thereby provide direct connections to these parcels and Minnewaska State Park via Berme Road.

Figure D-14. Trails & Recreation Areas.



Viewer (<http://ulstercountynv.gov/maps/parcel-viewer/>)

Task E. Defining Possible Models for Active & Passive Reuse of the Colony Farm Parcels

This task defines the potential models for re-use of the Colony Farm parcels. It includes an analysis of the economics of such use; terms of such a relationship w the facility owner; the potential for outside participation or ownership involvement in this use, along with defining the challenges and opportunities associated with each model. Potential alternative models include:

1. An agri-tourism venue/destination
2. Public-purpose space, such as parkland, access to nearby trails, state parks, wetlands and open spaces
3. A productive working farm, with possible leases to local farm families-
4. An educational facility, to inform the public about model agricultural practices, farm productivity, farm life, and healthy lifestyles

The analysis conducted thus far indicates that these should not be considered alternative uses. Rather all four of these uses may be incorporated on the site simultaneously. This report lays out the rationale for that approach and describes how it could be configured.

1. Incorporation of an agri-tourism venue/destination

The analysis of agriculture and tourism that was previously presented in this project suggests that the Colony Farm location is favorable venue for such activity. As shown earlier in the Table A-13, Ulster County is second only to Orange County in per-farm revenue from agri-tourism and recreational services, and the only other county in the region to report over \$1 million in total revenue in that sector. And it is a growing sector. For example, the New York State Department of Agriculture and Markets reports that, statewide, direct-to-consumer sales by farms (a proxy for agri-tourism) have increased by 52.4 percent from 2000 to 2012.⁹ Thus, an agritourism facility at the Colony Farm would be positioned to participate in a sector that is already well-established in Ulster County and experiencing dramatic growth. The elements of an agri-tourism venue are outlined below in the discussion of the options for a farm and educational facility.

2. Public-purpose space, such as parkland, access to nearby trails, state parks, wetlands and open spaces

The reuse of the Colony Farm parcels for parkland and access to nearby trails, state parks and open space is the most compelling potential use of the land. Its location in the Rondout Valley and its ability to provide linkages between the Shawangunks, Vernooy Kill State Forest and the Catskill Mountains could provide a substantial boost to outdoor-recreation-related tourism on the Western side of the Shawangunks.

⁹ NYS Office of the Comptroller, *Agriculture By The Numbers: New York Farming is Big Business*, Report 7-2013, August 2012.

3. The Demand for Outdoor Recreation

As part of the 2010 master plan for the Minnewaska State Park, the New York State Office of Parks, Recreation and Historic Preservation (NYSOPRHP) looked at the recreational needs of the population in the ten counties from which the Park draws the bulk of its visitors. NYSOPRHP assessed those recreation needs using a relative index of needs, as described below:

The Relative Index of Needs data (RIN) in SCORP assigns a number to each type of recreational activity by considering the supply of recreation facilities and the demand for those facilities now, and estimating how that demand, compared to the current supply, will change in the future. (In SCORP, the target year for the future is 2025). Numbers are calculated for each county in the state. The Recreation Index of Need for the Service Area of Minnewaska State Park Preserve [Table 2] shows the RIN numbers for the ten counties in the service area (10 being the highest need and 1 being the lowest). Using a formula that includes the RIN numbers and the activity days within each county, a weighted average score is produced for each activity. These weighted scores illustrate that the activities with highest relative index of need in the Preserve service area are, in descending order: walking, biking, equine activities, cross-county skiing, field games, relaxing in the park, and hiking. These are the activities that will, over the period 2005 to 2025, experience the greatest growth in the ten-county service area relative to the existing supply of resources.¹⁰

¹⁰ NYSOPRHP, *Minnewaska State Park Preserve Master Plan*, June 2, 2010: Chapter 2 – Preserve Background, pages 4-5.

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Activity	Bronx	Kings	New York	Queens	Ulster	Orange	Nassau	Suffolk	Dutchess	Westchester	Weighted Average
Relaxing in the Park	8	10	10	10	4	5	7	6	4	7	8.2
Swimming	8	7	7	8	5	7	6	5	5	7	6.1
Biking	10	10	10	10	5	7	9	8	6	9	9.1
Golfing	6	7	6	6	5	5	6	6	5	6	5.9
Walking for pleasure	10	10	10	10	4	6	7	6	5	8	9.2
Tennis	6	6	6	6	4	4	5	7	4	10	6.2
Court Games	7	7	7	7	4	4	7	5	5	5	6.6
Field Games	9	10	10	10	5	6	6	5	5	5	8.3
Equine Activities	10	10	10	10	5	7	10	10	6	10	8.7
Visiting Historic Sites	8	10	9	10	4	5	6	5	5	8	7.9
Camping	10	10	10	10	6	7	10	8	6	8	7.1
Hiking	10	10	10	10	5	7	10	9	7	10	8.2
Boating	6	6	6	6	5	7	5	5	6	6	5.5
Fishing	6	6	6	6	5	6	6	5	6	7	5.7
Local Winter	10	9	10	8	3	4	5	7	4	6	7.4
X-Country Skiing	10	10	10	10	6	7	10	10	7	10	8.6
Downhill Skiing	10	10	10	10	5	6	9	8	6	8	6.6
Snowmobile	10	10	10	10	5	6	10	8	6	7	6.6

Source: NYSOPRHP, *Minnewaska State Park Preserve Master Plan, June 2, 2010*: Chapter 2 – Preserve Background, Table 1, page 6.

Table E-1 outlines the results of the RIN analysis for each of the ten counties as well as providing a weighted average for the 10-county region. Activities most easily accommodated on the Colony Farm parcels are highlighted in red: “relaxing in the park,” “walking for pleasure,” “hiking,” “X-country skiing.” Note that for all of these activities, the average RIN is above 8. As is noted above these activities are in high demand throughout the region and are expected to have the greatest growth to 2025. This suggests that the Colony Farm parcels are well positioned to address important recreation needs for the region. They also have the potential to open up the western side of the Shawangunks, Vernooy Kill State Forest and Catskill State Forest land to new visitation, helping relieve the potential for overuse and degradation on the Eastern side of the Shawangunks.

Participation by Residents in Outdoor Recreation

NYSOPRHP's analysis is supported by an examination of patterns for participation in outdoor recreation in the region. This was conducted using ESRI's Market Potential Index.

The Market Potential Index (MPI) measures the relative likelihood of the adults or households in the specified geographic area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. market as a whole. The MPI is calculated by identifying national trends in consumer spending and associating them with national demographic characteristics (e.g., education level, income level, consumer preferences, etc.) The MPI is applied to a local market by identifying the demographic characteristics of that local area and then using the national consumer preferences associated with those demographic characteristics to predict the consumption trends for that local population. For example, if a local area has an MPI of 100 in a particular product category (e.g., food and beverages), that indicates that the local demographics of the area indicate that the local consumption of that product will be similar to the U.S. average. Similarly, an MPI of less than 100 means that the population in that area is less likely to purchase that good or service as the US population as a whole (e.g., an MPI of 90 for an area would indicate that the area's population is likely to purchase that particular good or service at rate that is 90 percent of what would be expected for the overall U.S. consumer market. Finally, an MPI over 100 (e.g., 120) means that the population in that area is more likely to purchase that good or service as the US population as a whole. An MPI of 120 indicates a population 20 percent more likely to purchase a particular good or service than the U.S. population as a whole.

Table E-2 provides the Market Potential Index for activities related to outdoor recreation for the 10-county region from which Minnewaska draws most of its visitors. The table provides the results for the region as a whole and for each of the 10 component counties.

The table shows that, for the region as a whole, participation in mountain biking, hiking, rock climbing and walking for exercise are at about the national average (i.e., the MPI is close to 100). Note that the Bronx, Kings and Queens counties tend to be lower in the MPIs in every activity save rock climbing. The other counties typically are at least 10 percent above the national average in each category (i.e., the MPI is 110 or higher). Ironically, while Ulster County has high MPIs for mountain biking (125), hiking (115), it has one of the lowest MPI's for rock climbing (92). In any case, these numbers suggest that the population in the 10-county region from which Minnewaska draws it visitors are above-average candidates to engage in the type of outdoor recreation that could be featured on the Colony Farm parcels.

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Table E-2.
Participation in Select Outdoor Recreational Activities as Measured by the Market Potential Index.

	Expected Number of Participants	Percent of Population	Market Potential Index (100= US rate of Participation)
10-County Minnewaska Region			
Participated in bicycling (mountain) in last 12 months	424,521	4.2%	102
Participated in hiking in last 12 months	1,227,865	12.0%	99
Participated in rock climbing in last 12 months	190,628	1.9%	109
Participated in walking for exercise in last 12 months	2,416,526	23.7%	97
Bronx			
Participated in bicycling (mountain) in last 12 months	30,906	2.8%	69
Participated in hiking in last 12 months	76,296	6.9%	57
Participated in rock climbing in last 12 months	22,604	2.1%	120
Participated in walking for exercise in last 12 months	172,579	15.7%	64
Dutchess			
Participated in bicycling (mountain) in last 12 months	11,514	4.8%	117
Participated in hiking in last 12 months	32,936	13.6%	112
Participated in rock climbing in last 12 months	4,136	1.7%	100
Participated in walking for exercise in last 12 months	65,798	27.2%	112
Kings			
Participated in bicycling (mountain) in last 12 months	78,654	3.8%	93
Participated in hiking in last 12 months	185,736	8.9%	74
Participated in rock climbing in last 12 months	43,557	2.1%	122
Participated in walking for exercise in last 12 months	417,800	20.0%	82
Nassau			
Participated in bicycling (mountain) in last 12 months	51,687	4.8%	118
Participated in hiking in last 12 months	163,993	15.2%	126
Participated in rock climbing in last 12 months	16,335	1.5%	89
Participated in walking for exercise in last 12 months	314,296	29.2%	120
New York			
Participated in bicycling (mountain) in last 12 months	65,350	4.6%	113
Participated in hiking in last 12 months	218,874	15.4%	127
Participated in rock climbing in last 12 months	27,418	1.9%	113
Participated in walking for exercise in last 12 months	362,432	25.5%	105
Orange			
Participated in bicycling (mountain) in last 12 months	13,371	4.5%	111
Participated in hiking in last 12 months	38,213	12.9%	107
Participated in rock climbing in last 12 months	5,015	1.7%	99
Participated in walking for exercise in last 12 months	78,053	26.4%	109
Queens			
Participated in bicycling (mountain) in last 12 months	73,139	3.8%	94
Participated in hiking in last 12 months	200,512	10.5%	87
Participated in rock climbing in last 12 months	35,960	1.9%	111
Participated in walking for exercise in last 12 months	420,826	22.1%	91
Suffolk			
Participated in bicycling (mountain) in last 12 months	55,667	4.7%	115
Participated in hiking in last 12 months	171,204	14.4%	119
Participated in rock climbing in last 12 months	18,654	1.6%	92
Participated in walking for exercise in last 12 months	335,795	28.3%	117
Ulster			
Participated in bicycling (mountain) in last 12 months	7,721	5.1%	125

Table E-2.
Participation in Select Outdoor Recreational Activities as Measured by the Market Potential Index.

	Expected Number of Participants	Percent of Population	Market Potential Index (100= US rate of Participation)
Participated in hiking in last 12 months	21,215	14.0%	115
Participated in rock climbing in last 12 months	2,393	1.6%	92
Participated in walking for exercise in last 12 months	39,186	25.8%	106
Westchester			
Participated in bicycling (mountain) in last 12 months	36,513	4.8%	119
Participated in hiking in last 12 months	118,885	15.7%	130
Participated in rock climbing in last 12 months	14,558	1.9%	112
Participated in walking for exercise in last 12 months	209,760	27.7%	114

Source: Compiled by Fairweather Consulting from ESRI Business Analyst Data.

Spending by Residents on Outdoor Recreation

Not only are residents from most of the 10-county region more likely to participate in outdoor recreation, they are more likely to spend on goods and services related to outdoor recreation. This analysis has been done using a Spending Potential Index (SPI) as calculated by ESRI. In a manner similar to the Market Potential Index, the SPI is derived by matching the results of the US Bureau of Labor Statistics Consumer Expenditure Survey with the national demographics associated with particular spending patterns for various categories of goods and services. With a link established between particular demographic characteristics and certain spending patterns, ESRI then links those spending patterns with the demographics of local populations. Thus, the link between national spending trends and national demographics are applied to the demographic composition of the local population to estimate local spending patterns.

This is captured in the SPI. For any local area, an SPI of 100 indicates that, based upon the demographics of the local area under study, spending on that particular category of goods or services will be the same as the US average. An SPI of under 100 indicates that, based upon local demographics, spending for that particular category of goods or services by the local population will be less than the US average. An SPI of over 100 indicates that local spending on that category of goods and services will be greater than the US average.

The analysis summarized in Table E-3 focused on spending patterns on five types of outdoor-recreation-related purchases:

- Tickets to movies/museums/parks
- Fees for Recreational lessons
- Bicycles
- Winter sports equipment
- Rental/repair of sports/recreation/exercise equipment

Note that the region as a whole had SPIs above 125 in all of these categories. Only the Bronx and Kings County has SPIs at or below 100. Of the remaining counties, Ulster had the lowest SPI's, ranging from 103 for tickets to movies/museums/parks to 108 for winter sports equipment. These results suggest that, not only do residents in the 10 counties participate in outdoor recreation activities, they are willing to spend

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money to do so. The clear conclusion from these analyses is that the Colony Farm parcels are positioned to serve considerable unmet demand for outdoor recreation.

Table E-3.
Summary of Demographics and Outdoor Recreation Spending Potential for the 10-County Minnewaska Region.

Demographic Summary	Population	Households	Families	Median Age	Median Household Income
10-County Minnewaska Region	12,934,674	4,719,669	2,954,579	38.2	\$69,152
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	131	\$104.95	\$495,319,944		
Fees for Recreational Lessons	137	\$190.08	\$897,103,133		
Bicycles	126	\$36.58	\$172,666,320		
Winter Sports Equipment	146	\$9.53	\$44,973,396		
Rental/Repair of Sports/Recreation/Exercise Equipment	132	\$3.09	\$14,573,013		
	Population	Households	Families	Median Age	Median Household Income
Bronx	1,471,439	508,640	335,005	34.1	\$36,687
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	68	\$54.64	\$27,792,121		
Fees for Recreational Lessons	66	\$91.78	\$46,682,423		
Bicycles	58	\$16.84	\$8,565,403		
Winter Sports Equipment	64	\$4.18	\$2,127,880		
Rental/Repair of Sports/Recreation/Exercise Equipment	63	\$1.47	\$747,210		
	Population	Households	Families	Median Age	Median Household Income
Dutchess	301,600	109,162	72,774	41.6	\$79,732
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	123	\$97.97	\$10,694,484		
Fees for Participant Sports, excluding Trips	124	\$140.56	\$15,343,400		
Bicycles	124	\$36.01	\$3,931,342		
Winter Sports Equipment	140	\$9.17	\$1,001,023		
Rental/Repair of Sports/Recreation/Exercise Equipment	133	\$3.12	\$340,947		
	Population	Households	Families	Median Age	Median Household Income
Kings	2,691,705	975,712	601,281	35.4	\$51,170
Tickets to Movies/Museums/Parks	98	\$77.89	\$75,995,579		
Fees for Recreational Lessons	99	\$137.38	\$134,044,250		
Bicycles	89	\$25.86	\$25,231,641		
Winter Sports Equipment	102	\$6.68	\$6,522,447		
Rental/Repair of Sports/Recreation/Exercise Equipment	95	\$2.23	\$2,179,249		

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Table E-3. Summary of Demographics and Outdoor Recreation Spending Potential for the 10-County Minnewaska Region.					
	Population	Households	Families	Median Age	Median Household Income
Nassau	1,368,213	451,960	339,897	42.4	\$107,430
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	176	\$140.51	\$63,506,704		
Fees for Recreational Lessons	207	\$285.71	\$129,127,836		
Bicycles	181	\$52.63	\$23,788,089		
Winter Sports Equipment	233	\$15.19	\$6,864,810		
Rental/Repair of Sports/Recreation/Exercise Equipment	204	\$4.76	\$2,153,250		
	Population	Households	Families	Median Age	Median Household Income
New York	1,660,472	797,312	314,952	37.9	\$82,611
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	175	\$139.53	\$111,249,439		
Fees for Recreational Lessons	175	\$241.46	\$192,516,307		
Bicycles	166	\$48.47	\$38,646,396		
Winter Sports Equipment	179	\$11.69	\$9,318,110		
Rental/Repair of Sports/Recreation/Exercise Equipment	165	\$3.86	\$3,077,363		
	Population	Households	Families	Median Age	Median Household Income
Orange	393,529	131,853	94,737	37.2	\$78,935
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	124	\$98.67	\$13,009,537		
Fees for Recreational Lessons	135	\$186.44	\$24,582,576		
Bicycles	124	\$36.23	\$4,776,443		
Winter Sports Equipment	144	\$9.37	\$1,235,937		
Rental/Repair of Sports/Recreation/Exercise Equipment	133	\$3.12	\$411,009		
	Population	Households	Families	Median Age	Median Household Income
Queens	2,371,159	814,896	543,390	38.7	\$62,520
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	111	\$88.69	\$72,271,789		
Fees for Recreational Lessons	113	\$156.63	\$127,635,731		
Bicycles	107	\$31.11	\$25,350,781		
Winter Sports Equipment	125	\$8.18	\$6,667,785		
Rental/Repair of Sports/Recreation/Exercise Equipment	106	\$2.48	\$2,023,672		
	Population	Households	Families	Median Age	Median Household Income
Suffolk	1,514,342	502,907	369,350	41.3	\$99,894

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Table E-3. Summary of Demographics and Outdoor Recreation Spending Potential for the 10-County Minnewaska Region.					
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	156	\$124.57	\$62,647,262		
Fees for Recreational Lessons	176	\$243.63	\$122,520,894		
Bicycles	160	\$46.70	\$23,488,265		
Winter Sports Equipment	195	\$12.72	\$6,397,095		
Rental/Repair of Sports/Recreation/Exercise Equipment	173	\$4.06	\$2,041,641	Median Age	Median Household Income
	Population	Households	Families	Median Age	Median Household Income
Ulster	185,142	71,793	44,196	43.8	\$63,719
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	103	\$82.12	\$5,895,406		
Fees for Recreational Lessons	104	\$144.22	\$10,354,342		
Bicycles	103	\$30.04	\$2,156,352		
Winter Sports Equipment	108	\$7.05	\$506,189		
Rental/Repair of Sports/Recreation/Exercise Equipment	106	\$2.49	\$178,907		
	Population	Households	Families	Median Age	Median Household Income
Westchester	977,073	355,434	238,997	41.2	\$95,623
	Spending Potential Index (100= US Spending)	Average Amount Spent	Total		
Tickets to Movies/Museums/Parks	182	\$145.21	\$51,613,127		
Fees for Recreational Lessons	201	\$277.24	\$98,540,653		
Bicycles	182	\$53.02	\$18,846,355		
Winter Sports Equipment	220	\$14.37	\$5,108,272		
Rental/Repair of Sports/Recreation/Exercise Equipment	192	\$4.49	\$1,595,416		
Source: Compiled by Fairweather Consulting from ESRI Business Analyst Data.					

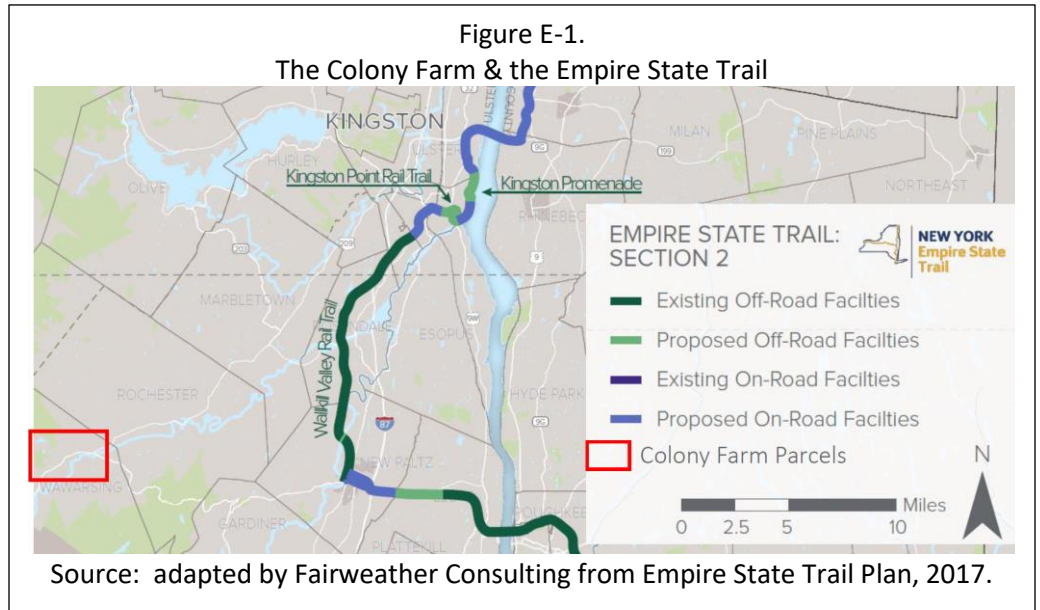
4. The Colony Farm as an essential linchpin for the Empire State Trail experience: connecting the Catskills & the Shawangunks

The data clearly indicate that the Colony Farm is set amid a regional market with the interest and means to participate in outdoor recreation. Just as important to the success of such an effort is the fact that the Colony Farm parcels have the potential to provide key linkages between major outdoor recreation resources. This is particularly true in light of the recent initiative to create an Empire State Trail.

As the initial report on the Empire State Trail pointed out, “the Empire State Trail provides New Yorkers and visitors the freedom and opportunity to explore and embrace New York’s special places, diverse history, and iconic landscapes.”¹¹

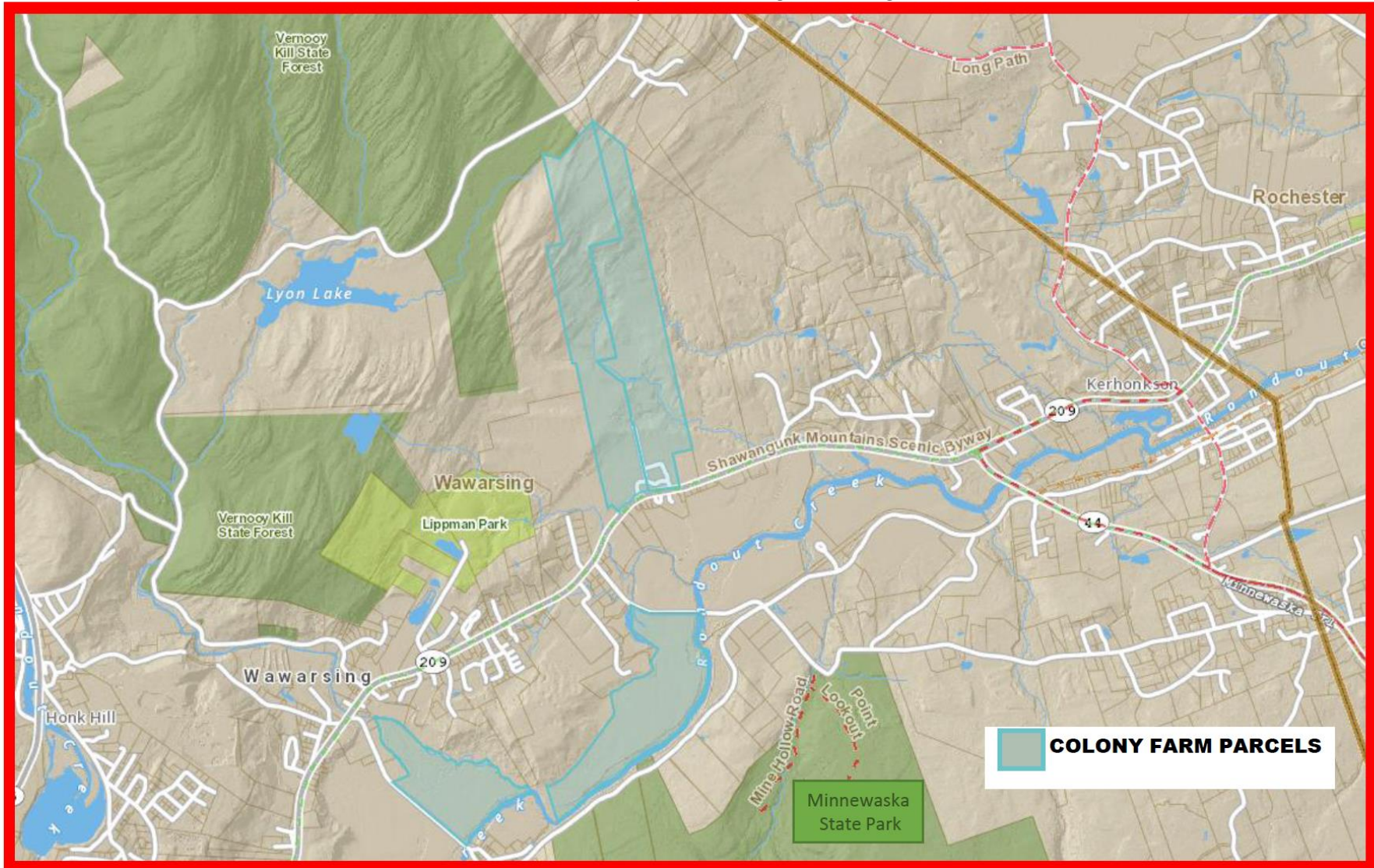
Few locations can meet this aspiration as

well as the Colony Farm. As shown in Figure E-1, the parcels are less than 10 miles away from the Hudson Valley segment of the Empire State Trail. It will be directly linked to the Empire Trail through the existing regional rail trail system. It can enable trail users to access Vernooy Kill State Forest, while also serving as a gateway to Minnewaska State Park for hiking, biking and cross-country skiing. (See Figure E-2.)



¹¹ Empire State Trail Plan, DRAFT - August 8, 2017, page 1.

Figure E-2.
Detail of the Colony Farm & Its Regional Linkages



Source: prepared by Fairweather Consulting from Ulster County Parcel Viewer.

5. A productive working farm, with possible leases to local farm families

The site also has the capacity to host a working dairy farm, picnic areas and a variety of concessions that will greatly enhance the former Colony Farm as a major catalyst for economic development for the Town of Wawarsing and beyond. Note that approximately 200 acres of the land is currently leased to farmers, split about evenly between hay (on parcels North of Route 209) and specialty greens (on the two parcels South of 209). It may be possible to keep these tenants in place as the rest of the land is converted to other recreational and agricultural related uses.

Potential Models for Farming

There are many examples across the country of parks established with operating farms on site. Three are provided below. The descriptions come from the park websites, as cited. Additional information about the Great Brook State Park was obtained from an interview with the Park Supervisor.

Roeloff-Jansen Park, Columbia County, NY

In 2002, this 300-acre farm was on the verge of being developed (see map at bottom of this page). Today the land is still leased out to farmers but owned by the New York State Office of Parks, Recreation and Historical Preservation (OPRHP) and managed by the Town of Hillsdale. This arrangement means that the land will never have houses constructed on it and can remain beautiful, open land for a variety of recreational and agricultural purposes.

. . . .The OPRHP was interested in purchasing sections of the abandoned Harlem Valley Rail Road bed in Columbia County to link it with the existing Harlem Valley Rail Trail (www.hvrt.org) in Dutchess County. As the park map illustrates, the western boundary of the park runs along the old rail bed. The former land owner wanted to sell the entire property as a whole, on both sides of Route 22.

An innovative agreement with Hillsdale was made in 2008: the OPRHP owns the land and Hillsdale rents the land for one dollar a year and MANAGES IT FOR RECREATIONAL, AGRICULTURAL AND EDUCATIONAL USES. The Town appointed a steering committee to help develop interim and long-term plans. The improvements one sees today are a result of the Park Steering Committee's work with the help of many volunteers and generous donations from foundation grants and private donors.¹²

The Howell Living History Farm, Mercer County, NJ

Between 1975 and 1984 the farm was prepared by the Mercer County Park Commission, assisted by volunteers who later organized as the Friends of Howell Farm, for opening to the public as a living history farm. . . . During this decade, buildings were stabilized, a collection of farm equipment was gathered, a survey of the barn structure was completed, and preliminary plans for barn preservation were drawn up.

. . .

On June 9, 1984 Howell Living History Farm was opened to the public on to provide visitors with experiences of life on an 1890-1910 family farm of the region. . . . In 1985, in its first full year of operations, Howell Farm hosted 21,500 visitors.¹³

¹² <https://hillsdaleny.com/parks-and-recreation/roeliff-jansen-park/>

¹³ <http://www.howellfarm.org/ShowPage.aspx?PageID=9>

Great Brook State Park, Middlesex County, MA

This 1000-acre park features more than 20 miles of trails. You can see notable Native American sites and 17th-century cellar holes left over from English settlers. There's also an active dairy farm that offers free tours on weekends.¹⁴ The site also offers mountain biking, cross-country skiing and hiking. There is a \$3 parking fee for hikers. The other operations are each a separate concession.

An interview with Steve Carlin, Park Supervisor, Great Brook Farm State Park provided additional insights in the operation of a farm in a state park setting.¹⁵ The Massachusetts Department of Conservation and Recreation (DCR) owns all of the property and buildings associated with the farm. In 1986, DCR released an RFP for a dairy farmer to operate the farm. A lease agreement was created with a ten-year renewable term for two percent of the farm's gross income.

The lease includes some acreage to grow hay and the farmer has the option to lease additional land as is required for the operation. There are separate concessions for hiking, cross-country skiing, etc., each operated by a separate concessionaire. The original lease was not clear about other retail operations. For example, there was some difficulty determining if the farm was allowed to operate an ice cream stand, or if that would involve a separate concession. Their experience is that it is "neater" administratively if the ice cream concession is separate from the farm.

It is also important that the lease define which improvements are the responsibility of the State and which are to fall to the tenant. For example, a water line on the property broke, and it was not immediately clear who was responsible for its repair. Thus, should this option prove desirable, it is important that the terms and conditions of the lease agreement be worked out in great detail.

¹⁴ <https://www.mass.gov/locations/great-brook-farm-state-park>

¹⁵ Interview completed July, 2018.

6. The Multi-Use Model

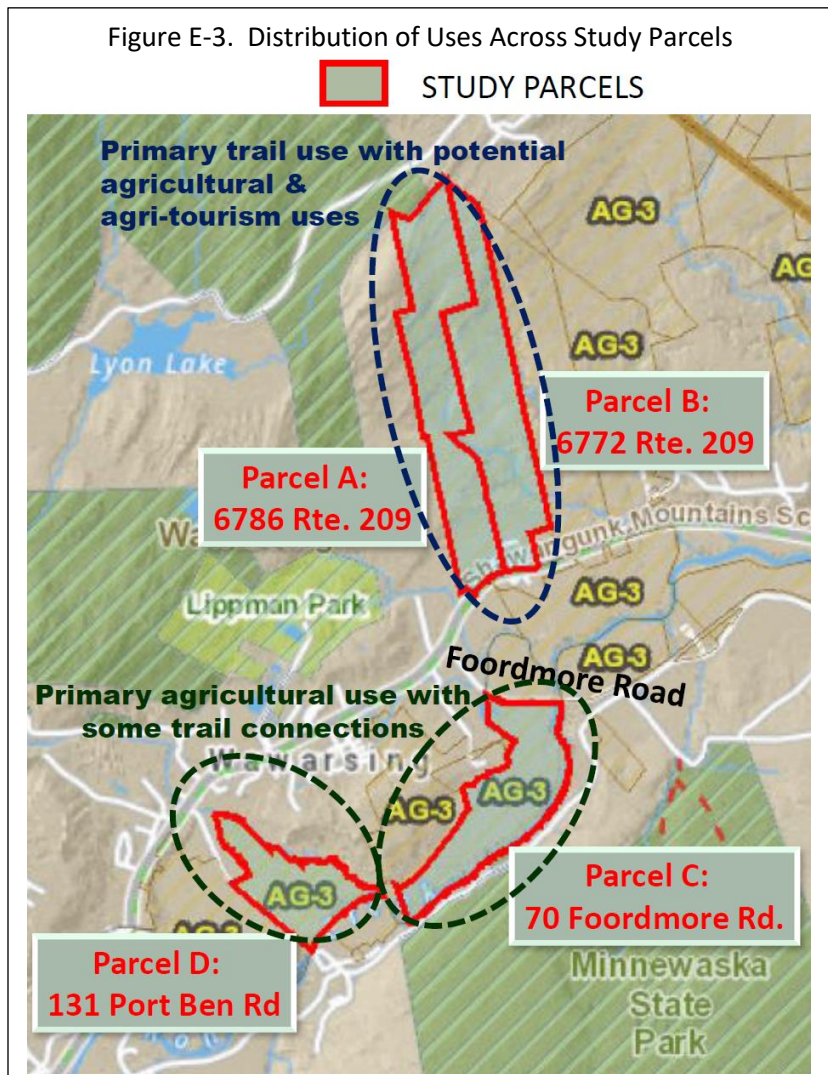
The analysis has defined potential models for re-use of the Colony Farm parcels. As indicated in the previous section, the analysis indicates that these should not be considered alternative uses. Rather all four of these uses may be incorporated on the site simultaneously, including:

- An agri-tourism venue/destination
- Public-purpose space, such as parkland, access to nearby trails, state parks, wetlands and open spaces
- A productive working farm, with possible leases to local farm families-
- An educational facility, to inform the public about model agricultural practices, farm productivity, farm life, and healthy lifestyles

The analysis suggests that the primary focus of use should be on outdoor recreation, particularly hiking, biking, cross-country skiing and related activities. These activities would be accompanied by an agricultural presence. Figure E-3 below provides an overview of who the uses would be distributed across the parcels. Parcels C and D would remain in agricultural use as leased farm land, with the potential for trails to be developed on the periphery of the properties to help connect Minnewaska State Park to Lippman Park, the Vernooey Kill State Forest and Colony Farm Parcels A and B.

Parcels A and B would host a network of trails (including trails connecting to Vernooey Kill State Forest) with the potential for agricultural use and agri-tourism activities. This section of the report provides a business plan for this approach, including Return on Investment Report, with five-year projections costs and revenues for operating each of the models.

This approach is described below in the “Multi-use Model.”



The model for the Colony Farm Parcels involves the following components:

Leased Farm Land with Trail Easements/Access (Parcels C & D)

These two parcels are currently leased to growers for vegetable production. It is envisioned they would stay in that use, with the possibility of trail access being added along the periphery of the parcels. According to data from the New York State Comptroller's Office, the annual lease rate for one of these parcels was \$13,265.90.¹⁶ This translates into a lease rate per acre of between \$120 and \$140 per acre. This these parcels containing 206 acres, this suggests that parcels A and B should produce lease revenue of between \$25,000 and \$29,000 per year. For planning purposes, this analysis assumes continued lease of these parcels will produce \$25,000 in revenue annually.

A Trail Network for Hiking, Biking & Cross Country Skiing (Parcels A & B)

These parcels each contain 145.5 acres. They extend from Route 209 to the Vernooy Kill State Forest and could provide excellent trail connections to that resource. The elevation varies in the parcels, adding to the interest in hiking, biking, skiing and snowshoeing. In the past, Parcel A hosted a hang-gliding school. The northern extremity of these parcels is currently used by law enforcement agencies for training related to hazardous material response. While the hang-gliding use could be incorporated into the re-use of the property, the hazardous materials training may conflict with greater public access to the site and either would need to restrict access to that area or relocate the training to another location. The following assumptions about this component were made for the purposes of developing a business plan:

- Visitors to the area for hiking pay a fee of \$10 per car. It is assumed that there will be an average of 3 visitors per car.
- Bikers pay \$10 for use of the trails
- Cross country skiers and snowshoers pay \$15 for use of the trails
- There would be concessions for renting bikes and skis and snowshoes. An average of 20 percent of the participants in these activities would rent equipment. Concessionaires would pay a lease of 2 percent of their gross revenues to operation concessions.
- Visitors would spend an average of \$10 for retail concessions (food, beverage, souvenirs, etc.), with concessionaires paying a lease of 2 percent of their gross revenues to operation such concessions.
- At least one of the existing buildings on site would be repurposed to serve as administrative space for the staff overseeing the trails and/or as space for concessions associated with skiing, snowshoeing, biking and associated retail operations.

Agriculture with Potential Agri-Tourism Activities (the southern portions of parcels A & B)

This element is based upon the renovation and reuse of the barn and related agriculture facilities associated with the Colony Farm. While most of the facilities appear to be structurally sound, they have had all farm-related equipment and machinery removed and would require substantial capital investment

¹⁶ New York State Office of the State Comptroller, Bureau of Contracts, *Procurement Stewardship Act Report Fiscal Year 2017 - 2018 (4/1/17 - 3/31/18)*, page 222.

to be returned to farm uses, even if the buildings are found to be structurally intact. Any effort to return these facilities to farming would require considerable subsidy.¹⁷

As indicated in the previous section, the experience of the Great Brook State Park, Middlesex County, Massachusetts could serve as a model for returning this portion of the Colony Farm parcels to agriculture. A certain portion of parcels A and B would be designated as the farmstead (including farm-related structures and excluding any buildings used to support the use of trails and associated concessions). This could be offered for farm purposes via a 10-year renewable lease. As part of the lease negotiation, the required capital improvements and their associated costs would be identified. The tenant would commit to a pursue the capital improvements during the course of the lease, with benchmarks established defining dates by which certain projects would be completed.

The lease could be for two percent of the gross from the farm and associated retail operations (e.g., farm stand, corn maze and other agri-tourism activities), minus any spending by the tenant on the capital improvements specified in the lease. The tenant might be able to charge capital expenditures against gross earnings in one lump sum, or amortized over the term of the lease. In any event, the tenant would only have to pay rent for those years in which the gross revenues exceeded the capital improvement costs for that year. As indicated in the previous section of this report, in creating such a lease, it is important to be clear about which costs would be included in the list of capital expenditures that could be deducted from the operation's gross revenues.

It is worth noting that indications are that the amount of capital improvements required to bring the farm facilities back into full production is likely to run into hundreds of thousands of dollars.¹⁸ Therefore, it would not be surprising if such a lease agreement did not provide any net revenue to the lessor for the first five to ten years. Thus, this business plan assumes no revenue will be generated by the lease of the farmstead for the five-year projection.

Leased Hayfields (Parcels A & B)

At the current time, the Department of Corrections and Community Supervision often leases fields in parcels A and B for haying. While it was not possible to learn the current lease rates, a DOCCS representative described them as nominal, not to generate revenue, but to keep the fields open. Figure E-4 shows the fields that have been under lease for haying. For purposes of business planning, it is assumed that this practice is continued, generating no appreciable net revenue for the lessor.

¹⁷ Extensive research indicates that rehabilitating the farm structures to accommodate a modern dairy could involve hundreds of thousands of dollars. Cf., University of Wisconsin Extension, *Building Cost Estimates-Dairy Modernization*, updated, August 2015; Randy Pepin, *Life Before and After Installing a "Low Cost" Parlor*, University of Minnesota Extension, 2018; David W. Kammel, *Budgeting for a Dairy Modernization*, University of Wisconsin Extension, 2014.

¹⁸ C.f., "Steps to Sizing a Parlor," *Dairy Herd Management*, January 17, 2011. (<https://www.dairyherd.com/article/steps-sizing-parlor>); "Building Costs Estimates, Dairy Modernization," *University of Wisconsin-Extension Dairy Team*, updated, Fall, 2015;

Costs Associated with Operating the Multi-Use Model

As indicated above, other than lease administration, the only component of the multi-use plan that would incur costs to the owner of the site is the operation of the trail network. The costs of the other agricultural operations would be borne by the tenants.

The remaining costs to be covered include capital costs and operating costs and detailed below:

Capital Costs: \$650,000-\$750,000

The capital costs required to support trail and recreational activities would range between \$600,000 and \$750,000 and include the following:

- Parking lot of 100,000 square feet of permeable surface: \$200,000
- Improvements to existing structure to serve as administrative facilities & concessionaire site (assuming the use of one of the buildings that currently serves as housing for DOCCS staff): \$50,000
- Construction of 5 miles of trails, which could range from natural surface, 5-foot wide trails at a cost of \$50,000 per mile (for a low-end estimate of \$250,000) to 10-foot wide gravel surface trails at a cost of \$80,000 per mile (for a high-end estimate of \$400,000)
- Construction of culverts, bridges, etc. for the trail system: \$100,000

For purposes of business planning, it is assumed that these capital costs are amortized over 20 years at a 5 percent interest rate.

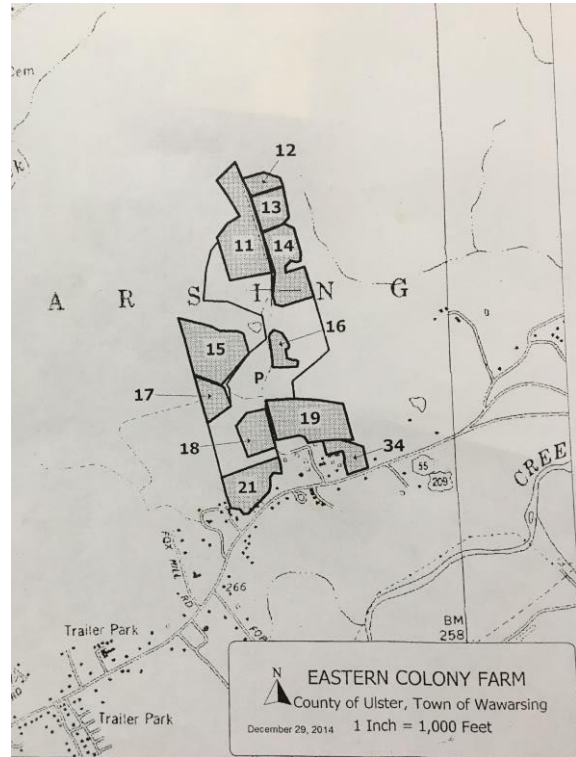
Operating Costs: \$189,600

The operating costs required to support trail and recreational activities are estimated to be \$189,600 and include the following:

- 1 full-time manager@ \$40,000
- 1 full-time facility maintenance supervisor@ \$34,000
- 1,500 hours per year park worker@ \$21,000
- 600-hour park worker @ \$6,500
- 600-hour park worker@ \$6,500
- Indirect costs/fringe @ 20 percent: \$21,600
- Materials and office supplies, travel, etc. of \$60,000

Table E-4 provides a detailed listing of the costs defined above.

Figure E-4. Hayfields Leased in Parcels A & B.



Source: Department of Corrections and Community Supervision.

Table E-4. Estimated Costs of Trails/Recreational Component	
Capital Costs	
100,000 sq. ft. parking lot	\$ 200,000
Facilities renovation:	\$ 50,000
Trail Construction: (5 miles)	
10' wide, gravel surface trail @ \$80,000/mile	\$ 400,000
5'-8' wide natural trail @ \$50,000/mile	\$ 250,000
Bridges & other trail infrastructure	\$ 100,000
Total, high-end:	\$ 750,000
Total, low-end:	\$ 600,000
Amortized Over 20 years @ 5% interest	
100,000 sq. ft. parking lot	\$ 16,049
Facilities renovation:	\$ 4,012
Total, high-end:	\$ 60,182
Total, low-end:	\$ 48,146
Operating Costs	
Full-time manager	\$ 40,000
Full-time facility maintenance supervisor	\$ 34,000
1,500 hours per year park worker	\$ 21,000
600-hour park worker	\$ 6,500
600-hour park worker@ \$6.5K	\$ 6,500
Indirect costs/fringe @ 20 percent	\$ 21,600
Total Staffing	\$ 129,600
Other costs (materials, supplies, travel, etc.)	\$ 60,000
Total Annual Costs:	
High end	\$ 269,843
Low end	\$ 257,806
High-end trail construction costs based upon estimates provided by the Open Space Institute based upon recent projects. Low-end trail construction estimates derived from a conversation with Edward Walsh of Tahawus Trails, LLC. Staffing estimates derived from estimates provided by the Director of Stewardship at the Minnewaska State Park & Preserve. All other costs estimated by Fairweather Consulting.	

COLONY FARM PROJECT FEASIBILITY STUDY, FINAL REPORT

Based upon the assumptions about costs and revenues given above, Table E-5 provides a five-year projected business plan for the operation of the Colony Farm Parcels under the Multi-Use Scenario. The plan assumes an initial level of visitation to the site of 35,000, increasing by ten percent per year. All figures are in constant dollars.

Table E-5. Business Plan: Five-year projection of Revenues and Expenses											
		Year 1		Year 2		Year 3		Year 4		Year 5	
Activity	Fee/Person	Visitation	Revenue	Visitation	Revenue	Visitation	Revenue	Visitation	Revenue	Visitation	Revenue
Hiking	\$ 3.33	28,000	\$93,333	30,800	\$ 102,667	33,880	\$ 112,933	35,574	\$ 118,580	37,353	\$ 124,509
Biking	\$ 10.00	5,250	\$52,500	5,775	\$57,750	6,353	\$63,525	6,670	\$66,701	7,004	\$70,036
Skiing/Snowshoeing	\$ 15.00	1,750	\$26,250	1,925	\$28,875	2,118	\$31,763	2,223	\$33,351	2,335	\$35,018
Total:		35,000	\$ 172,083	38,500	\$ 189,292	42,350	\$ 208,221	44,468	\$ 218,632	46,691	\$ 229,563
Concession income (at 2 percent of gross)											
Hiking			\$ -		\$ -		\$ -		\$ -		\$ -
Biking (@ \$20/biker for 20% of bikers)			\$ 420		\$ 462		\$ 508		\$ 534		\$ 560
Skiing/Snowshoeing (@ \$20/user for 20% of users)			\$ 140		\$ 154		\$ 169		\$ 178		\$ 187
Food/Retail (\$10/visitor)			\$ 3,500		\$ 3,850		\$ 4,235		\$ 4,447		\$ 4,669
Farm Land Leases			\$25,000		\$25,000		\$25,000		\$25,000		\$25,000
Total Revenue:			\$ 200,723		\$ 218,296		\$ 237,625		\$ 248,256		\$ 259,419
Total Expenses, High End			\$ 269,843		\$ 269,843		\$ 269,843		\$ 269,843		\$ 269,843
Surplus/(Deficit)			\$ (69,119)		\$ (51,547)		\$ (32,217)		\$ (21,586)		\$ (10,423)
Total Expenses, Low End			\$ 257,806		\$ 257,806		\$ 257,806		\$ 257,806		\$ 257,806
Surplus/(Deficit)			\$ (57,083)		\$ (39,511)		\$ (20,181)		\$ (9,550)		\$ 1,613

Source: compiled by Fairweather Consulting.

Note that, according to the assumptions used for this analysis, the operations of the trails/recreation component of the Multi-Use Model have the potential to become self-sustaining. This is predicated on visitation growing at a healthy clip. But given the wide spread acknowledgement of overuse at Minnewaska State Park & Preserve and the Mohonk Preserve, this seems like a reasonable assumption.

7. The Return on Investment: The Economic Impact of the Multi-Use Model

Given the potential for this model to be self-sustaining, the next question to be examined is the economic impact of the Multi-Use Model. To be conservative, this analysis will focus only on visitor spending associated with recreation and agritourism. It will not include the economic impact of the capital spending or the impact of spending by the operator(s) on the trails or farm operations.

Estimates of the impact of recreation visitors is estimated using data from a previous study: *The Study of the Economic Impact on Local Economic Impact of Minnewaska State Park Preserve, Mohonk Preserve and Sam's Point Preserve* published in 2010 by the Nature Conservancy, the Mohonk Preserve and the Office of Parks, Recreation and Historic Preservation.¹⁹

The economic impact of the 35,000 visitors to the Colony Farm parcels has been calculated using a “step down” method. As shown in Table E-6, the spending per visitor was inflated to 2017 dollars using the Consumer Price Index. That was then used to calculate total spending of the 35,000 visitors. Then the ratio between the total spending and the direct, indirect and employment impacts for the 2010 study were used to calculate those same impacts for the 35,000 visitors in 2017 dollars.

This analysis also provides an estimate of the impact of agri-tourism in the Multi-Use Model using the same “step down” method. In this case, the analysis begins with the average agri-tourism income for a farm in Ulster County in 2010: \$42,654. That is inflated to 2017 dollars. The ratio between visitor spending and direct and secondary earnings and employment effects are calculated based upon the ratios in the original 2010 study.

Note also that the agri-tourism impact is limited to spending at the farm itself. This is done based on the assumption that the other kinds of visitor spending (e.g., for gas, non-farm-related food, etc.) is already captured in the overall visitor spending. That is, the analysis in Table 2 assumes that the visitors to the Colony Farm for trails and recreation will also be the same people who will be spending for agri-tourism activities. Again, this a conservative assumption.

¹⁹ *Study of the Economic Impact on Local Economic Impact of Minnewaska State Park Preserve, Mohonk Preserve and Sam's Point Preserve*, Mohonk Preserve, Nature Conservancy and New York State Office of Parks, Recreation & Historic Preservation, 2010.

Table E-6. Estimate of Impact of Recreation-Related Visitor Spending for Colony Farm Parcels.			
	2010 Park Preserve Study	Adjusted to 2017 dollars for Colony Farm Visitation*	Adjusted to 2017 dollars for Colony Farm Agri-tourism Spending**
Visitors (#)	392,659	35,000	
Visitor Spending	\$13,051,000	\$ 1,296,984	\$ 47,552
Avg. Spending/Visitor	\$33.24	\$ 37.06	
Local Sales Taxes Generated by Visitor Spending	\$459,000	\$ 45,615	
Direct Effects of Visitor Spending	\$5,371,000	\$ 533,760	\$ 19,569
Secondary Effects of Visitor Spending	\$2,418,000	\$ 240,296	\$ 8,810
Total Effects of Visitor Spending	\$7,789,000	\$ 774,056	\$ 28,379
Jobs Supported by Direct Effects of Visitor Spending	197	20	0.7
Jobs Supported by Secondary Effects of Visitor Spending	45	4	0.2
Total Jobs Supported by Visitor Spending	242	24	0.9
*Spending inflated using the Consumer Price Index for All Urban Consumers, New York City MSA (https://www.bls.gov/regions/new-york-new-jersey/data/xg-tables/ro2xgcpiny1967.htm)			
**Original average agri-tourism spending per farm in Ulster County of \$42,654 from the 2010 Census of Agriculture inflated using the CPI referenced above.			
Source: compiled by Fairweather Consulting using data from the Study of the Economic Impact on the Local Economy of Minnewaska Park Preserve, Mohonk Preserve and Sam's Point Preserve, 2010, page 7.			

A Return on Investment of Nearly 3 to 1.

As indicated in Table E-5, annualized spending for the Colony Farm trails/recreation component is estimated to range between \$250,000 and \$270,000 per year (with the capital investments amortized as noted above). The economic impact analysis shown in Table E-6 indicates that this spending produces an annual return of \$750,000 in economic activity stimulated by \$1.3 million in spending by Colony Farm visitors. This represents a return on investment of nearly 3 to 1.

Task F. Proposed Action Plan

As indicated by the analysis in this report, the preferred option for the Colony Farm is to foster a mix of uses including outdoor recreation, agriculture and agri-tourism. This addresses important regional demands for recreation, while preserving existing farm lands and reactivating the Colony Farm and its buildings as an important asset for agriculture and agri-tourism in western Ulster County.

This section outlines an action plan to implement a multi-use scenario for the Colony Farm parcels. To begin, as indicated earlier in this report, in order to be available for re-use, the parcels in question would have to be declared surplus by the Department of Corrections and Community Supervision (DCCS), and then conveyed to the New York State Office of General Services (OGS), who is responsible for disposing of surplus property. Generally, such lands are offered to state agencies and municipalities for their use. If there is no interest by these entities, the land in question is put up to auction to private interests, with the land going to the highest bidder. Consequently, if control over the use of the Colony Farm parcels is to be maintained, they would have to be conveyed to a public agency or municipality. As we begin this discussion, it is important to describe some complications associated with control of surplus public lands being conveyed to another state agency or municipality.

1. Multi-Use Scenario Action Plan

Step 1. DCCS declares the Colony Farm parcels as surplus and conveys them to OGS for disposition. (Illustrative schedule: First quarter, 2019)

As explained on the website of OGS, "Prior to disposition, a property must be found to be surplus to the needs of the jurisdictional agency, and then "abandoned" by the agency to the Office of General Services (OGS). OGS polls other state agencies or municipalities for interest prior to offering the property for public sale. If there is no interest, OGS initiates planning for the sale of the property."²⁰ Thus, in order for the Colony Farm parcels to be available for the multi-use scenario, they must first be declared surplus and abandoned by DOCCS and conveyed to OGS for disposition.

Step 2. Land is Conveyed to the NYSORPHP via OGS. (Illustrative schedule: Second quarter, 2019)

Once the land is "surplused" and placed under control of OGS, the New York State Office of Parks, Recreation and Historic Preservation can be given title to the lands and the process of implementing the multi-use scenario can begin. This is described in the steps below.

Step 3. NYSOPRHP develops plan for Multi-use Scenario. (Illustrative schedule: Second quarter, 2019 to Third quarter, 2020)

Once it controls the Colony Farm parcels, NYSOPRHP can begin planning for their stewardship. This will involve the following tasks:

²⁰ <https://ogs.ny.gov/BU/RE/LM/SGR.asp>

Create budget for operations: NYSOPRPH would develop a budget for the staffing and materials required to implement this scenario. A preliminary estimate for such a budget is provided earlier in this report.

Compile a plan for required capital improvements: In addition to an operating budget, OPRHP would need a plan of capital improvements for the parcels. This would include improvements for the trails and supporting infrastructure as well as for the “farmstead” (i.e., the barn, milking shed and other buildings associated with the Colony Farm). As indicated earlier, this may prove to be the most expensive element of the capital improvements plan, with costs in the hundreds of thousands of dollars. Given that, and given the difficult economic climate facing agriculture, in order for a tenant to take on these improvements it is virtually certain that some kind of subsidy would be required. This plan assumes that the ultimate tenant for the farmstead will be given an abatement in the lease or licensing fees to offset the capital expenditures the tenant will need to make to occupy the farmstead. The capital improvement plan would provide the basis for calculating the licenses/fees required from concessionaires in order to sustain the capital improvements and operations.

Establishment of license fees/lease terms: With the operating budget and capital improvements plan completed, it will be possible to create a schedule of licensing fees and/or lease terms capable of covering the costs associated with creating and operating the multi-use scenario on the Colony Farm parcels.

Schedule for fee/lease abatements for implementation of capital plan: As indicated earlier in this report, the current economics of agriculture make it virtually impossible for a tenant for the farmstead to be able to fund the capital improvements and still earn a reasonable return from the farm operation. Consequently, it is recommended that the tenant for the farmstead be given abatements for its lease in exchange for completed a series of specified capital improvements within a defined time schedule.

As indicated earlier in this report, in Massachusetts, the Great Brook Farm State Park is operated on such a basis, with the tenant agreeing to provide capital improvements to the farm in exchange for an abatement of some or all of the payments over a ten-year lease. This is also the arrangement that NYSOPRPH recently entered to finance the improvements for the Sampson Lake Marina serving Sampson Lake State Park and Seneca Lake State Park, where it was willing to entertain proposals with initial 7-year license fee abatement in exchange for a program of capital improvements.²¹

Note that it is also may be desirable to use similar abatements to encourage concessionaires to develop the trail linkages and associated infrastructure across all of the Colony Farm parcels which will be used for trail access. State Parks could commit to constructing an initial trail network and then, in the terms of the license to the concessionaires for biking, skiing, etc., forgive a portion of their licensing fees/lease payments in exchange for capital improvements to the trails and/or the buildings being used for the concessions.

Creation of easements for trails on agricultural parcels south of Route 209 (parcels C and D in Figure 4-1): One of the potential benefits of the Colony Farm parcels is the potential to create trail linkages from the Western edge of Minnewaska State Park Preserve to nearby State and Local park lands and open space, such as the Vernooy Kill State Forest, Lippman Park and the Long Path, with its links to the Catskill State Park. This would require the creation of trail easements on the edge of the two parcels south of Route 209. The best corridors to provide such access on these parcels could be identified and then incorporated

²¹ <https://parks.ny.gov/business/opportunity.aspx?c=121>

as trail easements in the leases for those parcels to be used for agriculture. NOTE: once the easements have been identified, the two parcels could be put out to lease for farming to begin generating revenue for this project.

Step 4. NYSOPRHP prepares the site for use. (Illustrative schedule: Third quarter, 2020 to First quarter, 2021)

The Colony Farm parcels may be managed such that the operators will be responsible for much of the capital investment in exchange for abatements in license fees and/or rent. Nonetheless, in preparing for such an arrangement, NYOPRHP would have to ensure that site is capable of supporting such investments. The basic site infrastructure must be operational (e.g., on-site water for the farmstead, parking spaces and a preliminary system of trailheads and trails, etc.). The intent of these preparations is to minimize the time it will take for tenants and c

Step 5. Tenants/Concessionaires recruited. (Illustrative schedule: Fourth quarter, 2020 to First quarter 2021)

The final step in this process is to recruit tenants and concessionaires and reach agreement with them about the terms and conditions of the leases/licenses. This would involve the creation and release of requests for proposals to operate concessions related to biking, winter sports (i.e., cross country skiing and snowshoeing), the farmstead and the retail/food concessions associated with day visitors to the site. These would be tendered in accord with State policies and the practices of NYSOPRHP. In addition, farm leases would be prepared for parcels C and D south of Route 209 including appropriate easements. These would be let according to State policies and NYSOPRHP practices.

Step 6. Colony Farm Site open for visitors (Illustrative schedule: Second quarter, 2021)

As site amenities come on line, the Colony Farm site will be open for visitation. It is expected that the initial trail system will be limited, possibly with a priority of focusing on providing access to other nearby trails and recreational sites. As trail improvements take place and the farmstead is developed for agri-tourism activities, additional aspects of the site will open to the public over the following years, following the capital improvement plan developed under Step 3.

2. Potential Role for Catalytic Partnerships

As shown in the hypothetical workplan above, even if the Colony Farm parcels were immediately conveyed to NYSOPRHP, it will take several years before the site will be ready for significant use and visitation. In a time of tight State budgets, it will be difficult for NYSOPRHP or any agency charged with this assignment to provide the resources necessary to prepare the site for use in a timely manner. Consequently, such an effort would benefit greatly from partnership with nongovernmental organizations to raise funds to support stewardship of the site. This kind of partnership has proven beneficial for projects involving Sam's Point and the "River to Ridge" trail system in the Wallkill Valley. Organizations such as the Open Space and the Nature Conservancy have played instrumental roles in these projects. It may be possible to partner with them and/or other land conservation organizations, agricultural promotion organization or local/regional foundations to provide financial and logistical support to enable this project to begin prior to securing the necessary funding from New York State.

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