

Planning Ulster



Ulster County Main Streets: A Regional Approach

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Executive Summary: Case Study for Hamlet of Pine Hill



LAND USE

Thirty-two percent of the Pine Hill’s land is being used for residential purposes. More than half of the entire hamlet is vacant, residential space, taking up 56 percent of all land. The remaining land in Pine Hill is dominated by lodging, taking up 10 percent of the whole, with other businesses representing a small-to-negligible amount of the hamlet’s total land.

The constraints to Main Street development as well as the strengths associated with the Zoning Regulations of the Town of Shandaken are shared among Pine Hill and Phoenicia as their zoning codes are under the same jurisdiction. Similar to Phoenicia, the majority of commercial

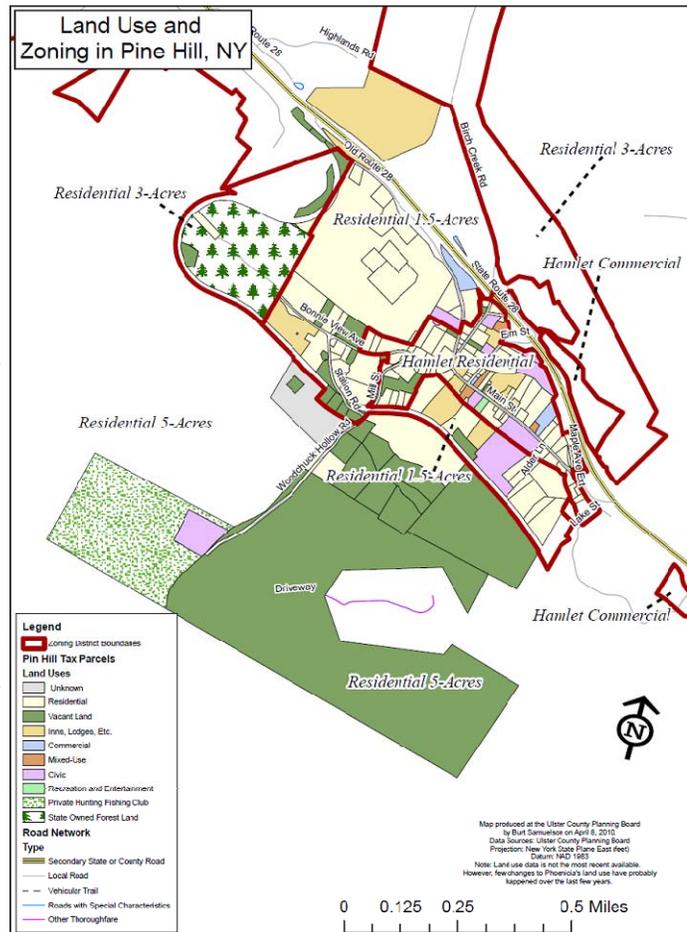


Figure 1

Figure 2



properties in Pine Hill are located on their Main Streets (see Figure 2). Though the number of such establishments is small in Pine Hill relative to Phoenicia, the potential for Main Street development and creating a “walkable” experience exists in Pine Hill.

RETAIL SECTOR

In contrast to Phoenicia, Pine Hill’s commercial sector is very limited. There are only six different establishments in the hamlet itself, illustrated in Figure 4 as an equally divided six-piece pie chart. Among these six businesses, the Accommodation sector accounts for the highest amount of

Executive Summary: Pine Hill Case Study

employment, providing 63 percent of the hamlet's total employment, or 49 out of the 80 jobs. Health Care and Social Assistance is the next highest employment provider at 18 percent, or 14 jobs. It should be noted that despite Health Care's large role as an employer in the hamlet, it is not shown as one of the top businesses—meaning that these jobs may be provided by a series of small sole proprietorships.

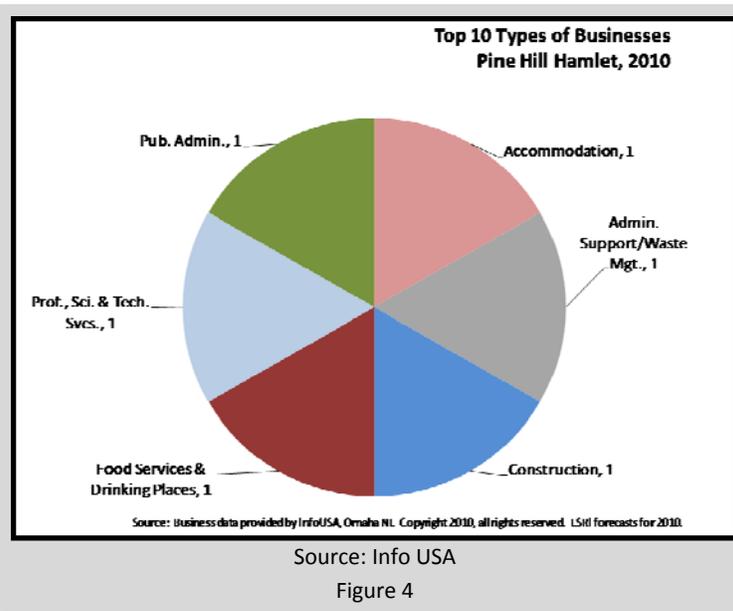
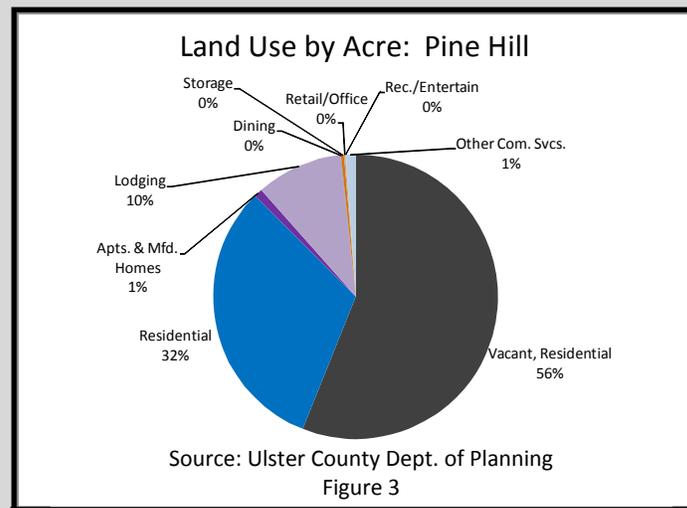
The rest of Pine Hill's employment picture is comprised of a smattering of employers, including Public Administration, Food Services and Drinking Places, Construction, Warehousing, and a few others.

According to a leakage/surplus analysis Pine Hill has small local surpluses in **Used Merchandise Stores** and **Furniture Stores**. To date,

these haven't been substantial enough to support many other establishments in the hamlet. However, there are some limited opportunities to capture existing leakage. There is leakage in spending by local residents in such categories as **Food and Beverage Stores** and **Food Services and Drinking Places**.

CORE IDEA: ENCLAVE FOR OUTDOOR RECREATION & SECOND HOMEOWNERS

As defined by market expert, Pete Mathieu, the "Core Idea" of a hamlet strategy involves "identifying the unique and inherent truth about each hamlet which



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differentiates it from its competitors in ways that are meaningful and persuasive” to its stakeholders/users. Ultimately, the goal is to create a vision for each that best fits the characteristics and assets of each hamlet and complements the strategies of the other nearby centers to establish synergy in the development of their Main Streets. The core idea for each hamlet was determined by answering the questions in Figure 5.

Pine Hill is best suited to complement the strategies of Phoenicia and Shokan by promoting the sense of seclusion and relaxation it offers and developing its accommodation and lodging industry.

STRATEGY AND TACTICS

In order to advance Pine Hill’s tourism industry and establish itself as an “Enclave for Outdoor Recreationists and Second Homeowners” as suggested by Pine Hill’s Core Idea, it would be necessary to build a stronger customer base both with respect to the local market and with tourists. The following set of tactics outline the methods for best achieving this strategy.

Tactic: Emphasize Connection to Local Attractions

A key tactic to promoting the tourism industry in Pine Hill and building a stronger and denser customer base will be to forge connections with the outdoor and recreational attractions in the area including the Belleayre Ski Area,

Figure.5: Defining a Core Idea for Pine Hill

	Local Market	Tourists
What are we selling?	Meals Community Services	Respite & recreation
Who are we selling?	Shandaken residents	NYC-metro residents
Where are we selling?	Shandaken	In Phoenicia, Shokan, the area and NYC
When are we selling?	12 months/year	Peak seasons
Why are we selling?	A high-quality Wilderness Respite	Unique Catskills Mountain Experience
How are we selling?	Word of mouth	The Web & “Personal Selling”
Against Whom are we selling?	Other centers (Kingston, Oneonta, Woodstock, etc.)	Other outdoor/cultural locations

Figure 6



the beach, and Pine Hill's ready access to hiking trails. Cross promotion will allow Pine Hill to absorb some of the visitors that are likely to frequent these neighboring attractions.

Tactic: Cultivate 2nd Homeowners

Second homeowners in the area are an asset to Pine Hill's businesses and should be cultivated in order to expand the hamlet's customer base and stimulate the local economy. Pine Hill might consider creating a "third place" in town for telecommuters. A third place is a venue that provides space for home-based workers and telecommuters to conduct business and connect with peers in an informal business setting that is not a home office or formal work place. Third places effectively bring new people into the community, and can help improve the community's quality of life and business climate as it provides a space where entrepreneurs can meet.



Figure .7

Tactic: Leverage Institutions in the Area

Local institutions should be cultivated and leveraged to promote the image of Pine Hill and the experience it has to offer visitors. Such institutions include the Community Center, the Town of Shandaken Historical Museum, and the Pine Hill Folk Festival.

Tactic: Improve Signage

Signage in Pine Hill must be improved to facilitate wayfinding for tourists. Improved signage will help to highlight and promote the hamlet's attractions to visitors, including its links to the regional trail network.

Tactic: Participate in Regional Promotions

Pine Hill could work together with Phoenicia, Shokan, and Belleayre in their various promotion efforts to include and advertise itself as a recreational respite. Cooperative regional promotion efforts will help to fortify the image of the Catskills Region experience as well as that of the individual hamlets. Tourists visiting Phoenicia, Shokan, or Belleayre will be more likely to visit Pine Hill if the region is promoted conjointly. Pine Hill's customer base will grow extensively if it were able to attract the tourists visiting other parts of the region.



PINE HILL'S TACTICS

- Emphasize Connection to Local Attractions
- Cultivate 2nd Homeowners
- Leverage Institutions in The Area
- Improve Signage
- Participate in Regional Promotions

The Main Street Strategic Toolbox



http://www.co.ulstercountyny.gov/planning/mstoolbox.html

Ulster County
Ulster County makes it happen...

September 19, 2012

The Main Street "Strategic Toolbox"

This Toolbox has been created to provide communities in Ulster County with the strategic land use, market analysis and planning information they need to make decisions for revitalization and/or repositioning their "Main Streets" and commercial centers. This project is part of Ulster County's comprehensive planning approach now being developed simultaneously with this project. The approach recognizes the value of compact development and the utilization of existing resources as a means to sustainable economic development.

[Outreach and Technical Assistance](#) | [Tools and Handouts](#) | [Case Study Reports and Documents](#)

Main Street Case Study Reports, and Documents

This project began with "pilot" projects in the hamlet of Milton (Town of Marlborough) and the hamlet of Port Ewen (Town of Esopus). These locations were chosen as pilot cases for the Quality Communities project because they represent two of the types of Main Streets most common in Ulster County: "Crossroads" and "Activity Centers." The case studies examine:

- Land use patterns in each hamlet/Main Street area
- Economic and market information about existing conditions in the each Main Street area and its current competitive position in the regional marketplace

[Port Ewen and Milton Hamlets Case Study](#)

[Phoenicia, Pine Hill, and Shokan Case Study](#)

Route 28 Corridor Main Street Program Recommendations for [Phoenicia](#), [Pine Hill](#), and [Shokan](#).

[Outreach and Technical Assistance](#)



The Main Street Strategic Toolbox for Olive and Shandaken was supported by an initial grant from the Catskill Watershed Corporation. Fairweather Consulting and Ulster County Planning Department staff provided content. See the Department's website for additional planning guides.

Some Useful Main Street Links:

New York Main Street Program:

www.dhcr.state.ny.us/Programs/NYMainStreet/

National Main Street Center, a program of the National Trust for Historic Preservation:

www.preservationnation.org/main-street/

Center for Community and Economic Development, a program of the University of Wisconsin Extension in Madison, WI:

www.uwex.edu/ces/cced/

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