

The Hunter Foundation 2020 Strategic Plan

The Hunter Foundation serves the Town of Hunter by working with area businesses, individuals and not-for-profits to develop community and a sense of place through “Main Street” revitalization, residential assistance and creative planning for a livable, walkable and vacation-worthy region.





The Hunter Foundation - 2020 Strategic Plan

The Hunter Foundation 2020 Strategic Plan

Completed June, 2013

I. Introduction

In the spring of 2013 The Hunter Foundation undertook a five month strategic planning process to outline a vision for the agency by 2020. The Board of Directors engaged a consultant to oversee and lead our planning. The board and staff believe that the plan is critical to the long-term success of our organization. In specific it gives us a chance to:

- Review where the Hunter Foundation is at this point in its development
- Identify where it would like to be in the future
- Identify the steps to get there
- Invigorate and strengthen the organization by focusing on longer term objectives
- Renew the purpose and commitment among directors and staff
- Guide staff and volunteers in developing work plans and budgets and in allocating resources
- Communicate our direction to key stakeholders, the public and funders

The process included three major components:

- First, through a survey, two community workshops and meetings with Board members, past Board members and staff the Board assessed perceptions of the Hunter Foundation and gathered suggestions for improving existing current programs and identifying future needs and opportunities in the communities served
- Second, through two board/staff workshops we reviewed the Hunter Foundation's current programs, organization's strengths and shortcomings in its ability to meet the its goals in the future
- Third, the Board constructed a multi-year strategic plan that includes a vision statement, goals and actions that will be monitored, modified and updated to track the Hunter Foundation's yearly performance as we move into the future.

The strategic plan reaffirms the Hunter Foundation's current work, while making important decisions about how to improve, enhance, and expand those efforts. The Board and staff remain committed to the Hunter Foundation's current goals of:

- developing and rehabilitating housing for low and moderate-income individuals and families
- assisting low and moderate income people to become homeowners
- supporting community development and beautification in the mountaintop communities serves
- working in areas of economic development to support the small business community with advocacy, business planning and financial support



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During the process we identified the areas of influence we will be able to impact:

- Housing quality and choice
- Community development support and planning
- Community beautification
- Small business development and support
- Community amenities - parks and trails...
- Tourism linkages – including assistance with special events, marketing and support for tourism related projects

II. History of the Hunter Foundation

The Hunter foundation was founded by concerned community members in 1997 as a nonprofit organization dedicated to improving the Town of Hunter (including the Villages of Tannersville and Hunter). The initial focus was on the most visible part of town, namely the Route 23A corridor (also known as Rip Van Winkle Trail). The ongoing programs focus on purchasing, renovating and selling residential and commercial properties at or below cost or aiding others in upgrading their property.

Our ongoing programs focus on purchasing, renovating and selling residential and commercial properties in the area at or below cost or aid others in upgrading their property. We strive to beautify Route 23A by providing attractive housing for local residents and by making renovated space available to businesses, and our projects always remain on the tax rolls at full assessed valuation. To date the Hunter Foundation has significant success, including assisting in the rehabilitation of over 100 homes and 35 businesses in the Town of Hunter and (through specific programs) in the neighboring towns.

The Hunter Foundation is responsible for local economy impact of over \$12.0 million. We focus on providing jobs and work to local contractors, and help create local businesses. The organization is led by a Board of Directors who represent a mix of full and part time residents and includes prominent business leaders and individuals whose families have been in Hunter for many generations.

A detailed history of the Hunter Foundation can be found in Appendix A.

III. Research and Analysis

A. External Scan

We began the process by scanning the communities we work in to learn their status and current needs. This process included evaluating census and educational data and certain community plans.



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The Power Point Presentation that summarizes these findings is attached in Appendix B. The key findings from this research include:

1. Growth in our mountaintop communities has been slow (+1%)
2. There has been significant growth in our focus area in the Village of Tannersville (+20%) which is ascribed in part to the development of 42 new owner housing units and 53 new renter units. In evaluating age breakdown we see that new residents tend to be seniors and young families. Tannersville grew significantly faster than any of the Mountaintop towns and nearby comparable communities in Ulster, Otsego, Columbia, Dutchess and Schoharie Counties.
3. Although the census data shows a high vacancy rate (+60%), we recognize that this variable includes second homes that the census classifies as vacant at the time of the U.S. Census of Population
4. The three school districts serving our mountaintop are all facing declining enrollment. Summary of that data is:
 - a. The change in the Gilboa Conesville District is moderate, reflecting the loss of less than ten students from an enrollment of 367 students in 2010
 - b. The change in the Windham Ashland Jewett District is more significant, reflecting a loss of 22 students from an enrollment of 394 students in 2010
 - c. The change in the Hunter Tannersville district is of great concern, reflecting a loss of over 100 students from an enrollment of 407 students in 2010.
 - d. Board and community members observed that these current projections follow continuing decline over the past decade. These trends reflect concerning issues including an apparent loss of young families with children, often seen as the lifeblood of a vibrant community. Declining populations also put school districts at risk of consolidation or merger, which will sensible from a financial perspective is often felt as a real blow to community identity.
5. The Town of Hunter is growing poorer at a significant rate. These statistics are worrying and also important because they drive eligibility of the Town and Villages for a variety of state and federal assistance that funds some of the Hunter Foundations programs. Between the 2000 and 2010 United States Census of Population (median household income in Greene County in 2010 was just over \$47,000):
 - a. the percentage of residents living in poverty held steady at a high 17% from 205 persons in 2000 to 205 in 2010 for an overall increase of 13% of people earning less than 30% of median income



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- b. The percentage of people considered low income increased significantly from 31% of the population (331 persons) in 2000 to 39% (467 persons in 2010) for an overall 41% increase in persons who earn less than 50% of median income
- c. Persons who are considered Low-Mod Income also increased dramatically from 517 persons (48.9% of population) in 2000 to 748 (62.3% of population 2010), for an overall 45% increase in people earning less than 80% of median income

B. Survey Results

In addition to community workshops the Hunter Foundation conducted an online survey to solicit feedback about its programs and services. One hundred and twenty four responses were received. The key results are summarized as follows

1. Survey Participants

- 71.% are full time residents
- 62.% live in the Town of Hunter
- 41% are age 45 to 60, 32% are age 60-75
- 48% work on the mountaintop
- One-quarter of respondents participated in Hunter Foundation programs
- Of those who used programs:
 - 45% in the paint program
 - 55% in the rehab program
 - 25% in the purchase program
- Of those who participated:
 - 44% said quality was excellent
 - 32% said quality was very good
 - 9% said quality was average

2. Impression of the Hunter Foundation

Respondents were asked to list three words or phrases that summarize their opinion of the Hunter Foundation. The most common responses regarding the Foundation's programs are:

- Rebuild/Renovation/Rehabilitation
- Revitalization/Development
- Improvements made
- Paint Project/Colorful
- Beautification



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- Restoring old buildings
- Business opportunities
- Betterment
- Growth
- Enhancing Hunter Main Street
- Cultural
- History
- Informative
- Finding and securing grants
- Financial stability
- Attractive main street
- Quality construction
- Outreach

The most common responses that described the Foundation's core characteristics are:

- Community minded
- Helpful
- Good for the community
- Wonderful
- Caring about the community
- Opportunity
- Assistance to people that can really use it
- Vital
- Generous
- Leaders
- Ambitious
- Much needed
- Well meaning
- Assistance

3. Needs on the Mountain Top

In general, what level of need do you feel exists in the mountaintop communities for the following services (top six answers, in order):

- Main Street Revitalization
- Small Business Assistance
- Housing Rehabilitation
- Homeownership Assistance



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- Development of Recreation Facilities/Fields
- Trail Development

4. Mountaintop Needs the Hunter Foundation Might Meet

Of the potentially needed services, which do you feel the Hunter Foundation in particular should focus on: (top six answers, in order)

- Main Street Revitalization
- Small Business Assistance
- Housing Rehabilitation
- Home Ownership Assistance
- Facade Improvement Program
- Development of Recreation Facilities/Fields

Detailed survey results can be found in the Appendix C.

C. Community Workshops

Two community workshops were conducted on Saturday, April 6, 2013 in Tannersville with approximately 20 people in attendance, and Wednesday, April 10, 2013 in Hunter with approximately 30 people attending. Meeting notes from each workshop can be found in Appendix D. The data summarized above was presented and participants were asked three simple questions:

- What do you love about the mountaintop
- What would you like to change
- How would you describe your future vision for the Mountaintop?

The results of the workshops can be summarized as follows:

a. What Do You love about the Mountaintop?

- Small town, friendly community
- Safe
- Outdoor recreation
- Four seasons
- Scenic beauty and rural character
- Great restaurants



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- Great schools
- Great place to raise a family and retire
- Arts and culture
- History and heritage
- Simple and peaceful
- Clean air and clean water
- Access to state and
- city lands
- Convenience to urban areas
- Music events
- Volunteer services

b. What would you like to change about the mountaintop?

- Gateways
- Signage
- Streetscapes
- Code enforcement and development of codes
- Need brand/identity
- Be year round resort /destination– stable jobs
- More and bigger events
- Communications and cooperation
- Things for young people to do
- Improved communications – cell coverage
- Online presence
- Pedestrian linkages
- Biking/Mountain biking
- Services for aging population
- Affordable housing
- Overly assertive policing is deterrent to events

c. What words or phrases describe your future vision for the Mountaintop?

- Lively
- Beautiful
- Clean
- Arty
- Proud
- Free/freedom



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- Affordable
- Active
- Friendly
- Beauty
- Fresh
- Opportunities
- Healthy
- Sporty
- Potential
- Expansive
- Rural
- Nature
- Hometown, USA
- Avant guard rural culture
- Fresh air
- Growing
- History
- Business
- Vibrancy
- Color
- Green
- Peaceful
- Accessible
- Clean air, water

d. Internal Scan

i. Strengths, Weaknesses Opportunities, and Threats (SWOT)

• Strengths

The board and staff completed a SWOT analysis to identify the internal and external constraints and opportunities facing the organization. Findings are as follows:

- multiple successful projects
- value of Main Street in Tannersville
- community building



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- stability
 - functioning structure
 - partnership with long time funders
 - foundations complement each other
 - commercial assistance
 - great staff and office space
-
- **Weaknesses**
 - Community may lack awareness of programs
 - need to improve image
 - confusion about our vision
 - challenge to sell property (market)
 - resistance to change
 - need to involve schools and students and reach parents
 - challenge to make homes affordable to low and moderate income people
 - confusion between Hunter Foundation and Catskill Mountain Foundation
 - concern that new businesses might be “too high end”
-
- **Opportunities**
 - Development of other towns like Saugerties may have spill-over effect
 - we are more rural and that compliments other communities and gives options
 - trends toward local food (farm to table movement)
 - walkable community
 - creative placemaking
 - strengthen existing commercial businesses
 - have the “through traffic”
 - have weekend traffic
 - planned antiques mall
 - telecommuting possible for Hunter and Tannersville
 - seniors are living longer and healthier/but may have transportation challenges
 - writing grants (could expand to do for towns)
 - historical society
 - resources and time
 - surroundings (recreation activities – hiking, biking and more events.)



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- **Threats**

- Recurring property vandalism
- misunderstanding of what we do
- few funding sources
- overall less grant money available
- dependent upon success of grantwriter
- communication with older population
- on-line world is more challenging and demanding
- donor base has shrunk and donors are being asked to fund competing events
- lack of marketing and promotion
- partnerships strengthened with local government
- lack of a consistent source of funding

IV. Vision, Goal and Action Plan Development

The most important step for the Hunter Foundation Board is to focus on development of a vision statement and set of goals and the key actions necessary to achieve those. In their discussion the Board came on a primary conclusion: The Hunter Foundations core mission is “community development,” primarily in the Town of Hunter, which addresses:

- Housing Rehabilitation and Homeownership
- Mobile Home Needs (only replacement)
- Senior Needs – Housing and Services
- Community Planning (Including codes and enforcement)
- Grantwriting
- Small Business Assistance
- Main Street/Gateway Revitalization
- Trails, recreation, parks
- Community services: health, youth center
- Infrastructure – Telecommunications
- Art, culture, heritage, history
- Marketing: Communities, events and tourism
- Education: Community college connection



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A. Values

They identified a set of underlying values that should drive program development and evaluation which are:

- Continue the community development legacy
- Support local ownership of development and discourage generic franchises
- Avoid being “Anyplace USA”
- Remain a real community – where people know each other and can meet. Where it makes sense to buy and shop local
- Protect our sense of place – what is this place and why do I live here
- Create a place that is unique
- Focus on being a “mountain community” and improve and strengthen
- Support other organizations to find their feet
- Consider agriculture/local food movement
- Be prosperous, viable and invigorating
- Be a place where people are able to live and work
- Be an excellent place to raise families
- Buy local, support local business
- Be a satisfying place
- Promote projects that bring people to the town
- Be a four season recreation and vacation community

B. Vision Statement

Our vision statement talks about where we want to be in ten years. After considerable discussion the Board identified the following DRAFT Vision Statement:

The Hunter Foundation serves the Town of Hunter by working with area businesses, individuals and not-for-profits to develop community and a sense of place through “Main Street” revitalization, residential assistance and creative planning for a livable, walkable and vacation-worthy region.

C. Goal Statements

Our goal statements identify the ends toward which we are striving.



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1. Support locally owned small business owners to grow prosperous businesses.
2. Support community development activities that reinforce the mountaintop as a four season recreation and vacation community, creating a unique sense of place that sustains the beauty and character of the Town.
3. Offer housing services that enable residents to live in a safe and affordable community.
4. Provide support to communities and organizations in the Town of Hunter and throughout the Mountaintop.
5. Build a cooperative community and strengthen its identity as a creative place with all desired community services.

D. Action Statements:

Our Actions talk about “how” we attack our attack our vision and goals. The Board recognizes that these will change over time and necessitate the continual monitoring and review of this plan.

1. Goal: Support locally owned small businesses to grow prosperous businesses.

- a. Purchase, restore and resell commercial property, especially in the villages of Hunter and Tannersville, with an optimally functioning “Main Street” vision in mind
- b. Assist small business owners with business plan implementation
- c. Partner with local financial organizations to offer affordable financing for start-up businesses
- d. Advocate for high speed data transmission services to enable home-based employment

2. Goal: Support community development activities that reinforce the Mountaintop as a four season recreation and vacation community, creating a unique sense of place that sustains the beauty and character of the Town.

- a. Work with the Village of Tannersville to improve Rip Van Winkle Lake area and make it a viable community resource
- b. Continue to provide the paint program which helps to define a unique sense of place
- c. Coordinate “Main Street” improvement programs addressing walkability (sidewalks, crosswalks accessibility), landscaping and tree planting, benches, lighting, banners and seasonal flowers among others
- d. Provide façade improvement programs for commercial structures
- e. Assist to improve the gateways to the Town
- f. Identify sources to improve or provide way-finding signage
- g. Work with the Villages, Town, Greene County, surrounding communities and organizations to assess the need for various community service programs



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3. **Goal: Offer housing services that enable residents to live in a safe and affordable community.**
 - a. Assist single family property owners to rehabilitate their homes
 - b. Assist rental property owners to create affordable rental units
 - c. Seek funding for rental assistance
 - d. Work to identify and replace aging mobile homes
 - e. Provide homeownership grants to eligible residents to close the gap in financing homes
 - f. Provide homeownership counseling for prospective homeowners

4. **Goal: Provide support to communities and organizations in the Town of Hunter and throughout the Mountaintop.**
 - a. Determine the program administration needs of the Town and Villages
 - b. Provide program development and grant writing services for projects in the Town
 - c. Administer programs funded through the Town
 - d. Provide services and support to communities surrounding the Town of Hunter
 - e. Serve on community planning committees

5. **Goal: Build a cooperative community and strengthen its identity as creative place with all desired community services.**
 - a. Work with Town and/or Villages to develop programs for park, trails and recreation in the Town of Hunter beginning with a recreation Plan
 - b. Help communities to gain community input for community planning and needs identification
 - c. Target services to address the needs of the rapidly expanding base of seniors

V. Monitoring and Evaluation

The Board of Directors is responsible for monitoring all areas of the organization's activity, and for evaluating it to determine the impact, quality and effectiveness of its work. In particular, through annual evaluation, the Board will determine if the Hunter Foundation is:

- achieving its aims and objectives
- showing progress towards its mission/purpose
- meeting the needs of the communities served
- using its resources efficiently and to the greatest effect



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- working within its policy framework

Evaluation and review will be an ongoing process of learning, anchoring the continual improvement and development of the organization. In addition to monitoring performance as reported in annual reports and financial statements, the Board will review internal and external changes which may require changes to the organization's strategy or affect their ability to achieve their objectives.

Key to the monitoring process is the establishment of measurable objectives. The Hunter Foundation has established the following measures of success:

This Strategic Plan will have been successful if, by 2020:

1. A 2020 survey of community members reflects broad and accurate understanding of the Hunter Foundations vision and goals.
2. The organization is in a position of financial sustainability. The percentage of revenue from grant funding has been reduced from XXX% currently to XXX%.
3. The Hunter Foundation's overall financial impact in the mountaintop communities it serves will have grown from the current estimate of \$12.0 million to \$XXX million
4. The Hunter Foundation will have benefitted an additional XXX homeowners, increasing their overall impact from an estimated 100 homes today to XXXX by 2020.
5. The Hunter Foundation will have benefitted an additional XXX businesses in the Town of Hunter and (through specific programs) in the neighboring towns, increasing the overall impact from an estimated 35 businesses today to XXX in 2020.
6. The Hunter Foundation can establish that they are constructively engaged in community development planning and implementation in partnership with the Town of Hunter, other mountain top communities and other local not-for-profit organizations.



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APPENDIX A

The Hunter Foundation Timeline

1997

- Hunter Foundation's Certificate of Incorporation filed November 8, 1997
- Founding Members: Sean Byrne, Orville Slutzky, Ron Wagner
- Unrestricted donations and membership income = \$41,700

1998

- Board Members: Sean Byrne, Peter Finn, Joe Pezak, Orville Slutzky, Annette Hall, Anthony Publiese, Richard Rem, Phil Thorpe
- By-Laws adopted January 7, 1998
- Received 501(c)3 status June 15, 1998
- Collaboration began with MTHS, Arboretum, GRP and CMF – intent was to share one full-time employee with grant writing experience.
- Contributed \$1,000 and organized volunteers to rehabilitate Hunter (Methodist?) Church
- Sought to purchase inexpensive homes, renovate them and sell to low-income people
- Unrestricted donations and membership income = \$27,215

1999

- Board Members: Sean Byrne, Peter Finn, Ron Wagner, Orville Slutzky, Annette Hall, Richard Rem, Joe Pezak
- Obtained \$15,000 in pledges to leverage with CMHDC grant to renovate Plank house
- Helicus project
- Started painting projects – home owners purchased paint and materials, volunteers coordinated to do the work.
- Powell: \$15,000 loaned at 6% interest then \$25,000 drawn from line-of-credit – (per minutes but no backup documentation found to prove that it actually happened).
- Unrestricted donations and membership income = \$18,535

2000

- Board Members: Sean Byrne, Peter Finn, Ron Wagner, Orville Slutzky, Joe Pezak, Gary Slutzky
- Carolyn Bennett hired (employed 12/2000 – 12/2003) as Grant Writer / Project Director
- Sandy DeLuca hired (employed 11/2000 – 6/2001)
- Low-interest loan made to low-income family as down payment for home
- Plank house finished



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- Bank of Greene County grant \$2,500
- Unrestricted donations and membership income = \$29,900

2001

- Board Members: Sean Byrne, Peter Finn, Ron Wagner, Orville Slutzky,
- Bank of Greene County grant \$2,500
- Mountain Top Medical Support established \$52,000 raised in total including Key Foundation Grant of \$10,000
- 1st Annual Fundraiser was held November 2001, netted \$3,290
- Unrestricted donations and membership income = \$51,138

2002

- Board Members: Sean Byrne, Peter Finn, Ron Wagner, Orville Slutzky, Gary Slutzky, Mike McCrary, Matt Leach, Rory France
- HF Office started out in Green Room Players
- CDBG grant \$400,000 awarded. Funds administered by CMHDC – leveraged with \$72,000 CWC grants and \$45,000 bank grants (BofGC, Key, Troy)
- Offered grant writing services to the local municipalities (\$2,775 in grant writing income for 2003 which was the only year)
- DOT T-21 Highway Beautification grant \$534,000 created Visitors Center, improved Town House, installed sidewalks and erected Welcome Signs – this was broken down and bid 5 different times before they were finally able to make it work!
- Welcome Sign grant of \$3,000 for signage in the hamlet of Lanesville
- 2nd Annual Fundraiser held November 2002, netted \$2,259
- Unrestricted donations and membership income = \$18,739

2003

- Board Members: Sean Byrne, Peter Finn, Ron Wagner, Orville Slutzky, Gary Slutzky, Matt Leach, Rory France
- Sean Byrne did presentation at Onteora Clubhouse on 8/31/03 attracting valuable support (including Chuck Royce)
- Sean did second presentation at Hunter Mountain on 11/15/03
- CWC Wayside Park grant of \$28,325 – leveraged with in-kind labor to create “Pocket Park” in Haines Falls
- Paint Program began – MSNBC “Leonard’s Look” July 2003; Ladies Home Journal article November 2003;
- CDBG monitoring report was not good, a detailed response was required
- Annual fundraiser netted \$5,100



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- Unrestricted donations and membership income = \$33,440

2004

- Board Members: Sean Byrne, Gary Slutzky, Orville Slutzky, Peter Finn, Ron Wagner, Elena Patterson, Deborah Royce, Matt Leach, Rory France
- Charlene started January 24!
- Paint Program continued to gain attention – Benjamin Moore “Profiles” Winter 2004
- Elena prepared several color renderings for Candle Shop
- CDBG Closeout
- Purchased Warm’s – solicited for proposals. Sean, Charlene, Chuck and Deborah conducted interviews in August 2004. Chris Cade was initially chosen as the operator for this project but kitchen changes with high budget figures were noted and when it came time to renew, Chris expressed that he did not want to move forward with a renewal (October 2005). At that point we had several pieces of expensive kitchen/bakery equipment (convection oven, proof & hold, 20 qt mixer, beverage cooler) that we could not use and was not returnable – stored in Charlene’s garage for 2+ years and eventually sold for 50% of cost.
- Retail Planner, Betsy Rodgers was hired by RFF. Joel and Myrna Sherman assisted her.
- Gotay house was painted using Paint Program funds and a front entry was added (construction of entry was paid for by Royce Family Fund)
- Administered signage grant and CWC grant to assist Amy’s Take Away for the Town of Hunter – the Town’s grantwriter received the awards but left before administering them. We agreed to help the Town but did not seek compensation for the work.
- CWC Grant – Pancho Villa
- Micro-Enterprise application submitted and later awarded \$400,000. A review committee was established that consisted of HF, Town and Village officials.
- Fundraising Committee was established at 1/24/04 meeting – Deborah Royce and Elena Patterson volunteered to co-chair this committee
- Unrestricted donation and membership income = \$72,951 (includes \$23,869 Levy auction)

2005

- Board Members: Sean Byrne, Gary Slutzky, Orville Slutzky, Peter Finn, Ron Wagner, Elena Patterson, Deborah Royce, Matt Leach, Rory France
- Terminated relationship with MTHS sharing employee (Charlene). HF Office moved to Pratt’s Place October 2005.
- Purchased Hathaway
- Greg Hohensee chosen as operator of Hye-Land – it was hoped to operate as Black Bear Inn



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- We lost hundreds of thousands of dollars in furniture and furnishings in the Hohensee fire
- Facilitated sale of Methodist Hall (HF Library) to Catholic Church – donation of \$75,000 came from RFF to make the purchase with the stipulation that the Library remains in their space rent free for a period of 5 years
- Applied to GC Planning’s façade renovation program on behalf of Boyd Allen. Also applied for Astor House and Warm’s. All were approved.
- Received the Helen Rettus Main Street Planning Achievement award from the Greene County Legislature – nominated by the Village of Tannersville.
- Annual Fundraiser changed to April, netted \$12,777!
- Unrestricted donations and membership income = \$79,421

2006

- Board Members: Sean Byrne, Gary Slutzky, Orville Slutzky, Peter Finn, Ron Wagner, Elena Patterson, Deborah Royce, Matt Leach, Rory France
- The Village Bistro opened in January 2006 with Shake and Eduard as operators. After leasing for 9 months, the closing was held in October – sale price was \$450,000 of which they came up with 20% down payment (\$90,000) and we held mortgage on the balance. It was a mortgage at 3% interest with balloon payment after 5 years.
- Bob Hersey was the first in line to purchase Astor House then Tripsas, Tomajko and Castro. We worked with the Castro’s for some time in the renovation phase but it was Scott and Santina that made it to opening on 12/1/06.
- Started looking into Tax Credits potential
- Slopes, Aspens and Bubba’s were transferred to us from CMF
- Purchased McManus
- Hosted “Hathaway Tour” – a walking tour and brainstorming session
- Parking signs – 6 standing and 6 hanging – were designed and installed by Elena
- Charlene was a track presenter at Main Street Forum and later that year at the Liberty Forum – we were asked to present based on the successes of HF
- Changed Paint Program guidelines so that Low-Moderate applicants do not have to pay a share of the costs; applicants above LMI and commercial buildings pay 50%.
- Ron Wagner departed in December, we started working with Peter O’Mahoney.
- Submitted application for “Assistance to Firefighters” for 4 departments. (not funded)
- Power Image with NYMS grant application and façade grant from GC Planning – leveraged with Paint funds and CWC
- Administered grants for foundation repairs on Hunter Synagogue
- Creation of an advisory board was first mentioned but then it was decided that we have adequate assistance and it would not be necessary
- Sean Byrne resigned in August 2006. Gary Slutzky was appointed as co-chair.
- Annual Fundraiser netted \$16,499



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- Unrestricted donations and membership income = \$54,303

2007

- Board Members: Gary Slutzky, Orville Slutzky, Peter Finn, Elena Patterson, Deborah Royce, Matt Leach, Rory France, Ernie Reale, Catherine Legg (Rubinger)
- Helped the Library with purchase of Marian Center
- Revolving Loan Fund concept initially introduced 2/10/07 (again 6/3/10)
- MEP closed out on time
- \$200,000 NYMS grant awarded (Slopes, Aspens, Creekwalk CMF blue bldg. & Orpheum)
- Hohensee's vacated Hye-Land BEFORE it opened. They had received \$30,000 from MEP. He placed a mechanics lien on the property and later sued. We counter sued for \$30,000. Went on for 2 years and eventually ended that neither party received any money. Wendy Cappello took over and stayed until September 2009 when Amy and Eduard took over (and later, just Amy).
- We pursued a pharmacy for 1st floor Bubba's space. Met with owners of Windham, Catskill and Woodstock pharmacies. Made contact with CVS and Rite Aid. Offered rent-free space but no takers. Then pursued GC ARC and finally, a day care business for which we solicited proposals from day care operators. 2 proposals came in in 2009, interviews were conducted by Charlene, Chuck & Deborah – neither was found to be a good choice.
- Annual Fundraiser netted \$17,788
- Unrestricted donations and membership income = \$62,367

2008

- Board Members: Peter Finn, Matt Leach, Elena Patterson, Ernie Reale, Orville Slutzky, Deborah Royce, Catherine Legg, Gary Slutzky, Rory France
- Received "Emerald Award" from GC Chamber of Commerce.
- Charlene was presenter in 2008, 2009, 2010 and 2011 for Leadership Greene
- GCS&W moved into Bubba's March 1
- RVWHOP program funds awarded
- Created Historic District on Main Street, Tannersville
- A suggestion was made by Gary Slutzky to hold a second (less expensive) fundraiser. November 2008 minutes later indicate "Fundraising committee (or establish new committee?)
- Annual Fundraiser netted \$18,457
- Unrestricted donations and membership income = \$47,259

2009

- Board Members: Peter Finn, Matt Leach, Elena Patterson, Ernie Reale, Orville Slutzky, Deborah Royce, Catherine Legg, Gary Slutzky, Rory France



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- MCRP Program funds awarded
- Applied for Restore NY funds – program rep suggested we partner with CMF as they intend to submit an application of their own and it would probably not be funded due to size.
- HF Office moved to Astor House
- Junior Prom held at Hathaway
- Annual Fundraiser netted \$14,850
- Unrestricted donations and membership income = \$14,448

2010

- Board Members: Peter Finn, Matt Leach, Elena Patterson, Deborah Royce, Catherine Legg, Rory France, Jane Lucas, Betz Mann, Skip Pratt
- Looked at working with Big Brothers, Big Sisters
- Entertained the thought of buying Villa Maria at tax sale
- Annual Fundraiser netted \$11,107
- Murder Mystery fundraiser netted \$3,482
- Unrestricted donations and membership income = \$22,836

2011

- Board Members: Peter Finn, Matt Leach, Elena Patterson, Deborah Royce, Catherine Legg, Jane Lucas, Betz Mann, Skip Pratt, Cathy Wade
- Tara Sturm hired part time
- Purchased Gotay
- Started the ball rolling to purchase Dugan
- Scott Myers came to be known by the board
- Annual Fundraiser netted \$17,253.65
- Murder Mystery fundraiser netted \$2,422
- Unrestricted donations and membership income = \$18,842

2012

- Board Members: Peter Finn, Matt Leach, Elena Patterson, Deborah Royce, Catherine Legg, Jane Lucas, Betz Mann, Skip Pratt, Cathy Wade



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APPENDIX B

Power Point Presentation - External Scan

HUNTER FOUNDATION

BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



DEMOGRAPHICS

- Slow Growth Mountaintop-wide (+1%)
- High vacancy rate (+60%):
 - Vacancy includes all residences where there was no one home at time of the enumeration
 - Documents high level of second homes
- Significant growth in Village of Tannersville (+20%)
 - Young adults (22-44) increased 28%
 - Older adults (45-65) increased 33%
 - 42 Owner housing units increase
 - 53 Renter unit Increase
 - 1 person and 3 person households increased over 30%
 - Large % in both age groups moved from different counties

HUNTER FOUNDATION

BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



CONTEXT: MOUNTAINTOP DEMOGRAPHICS - POPULATION

<u>Town</u>	<u>2010</u>	<u>2000</u>	<u>Net Change</u>	<u>% Change</u>
Ashland	784	752	32	4.26%
Hunter	2,732	2,721	11	0.40%
Jewett	953	970	-17	-1.75%
Lexington	805	830	-25	-3.01%
Prattsville	700	665	35	5.26%
Windham	1,703	1,660	43	2.59%
<u>Mountaintop Towns</u>	7,677	7,598	79	1.04%
<u>Village (included in town numbers)</u>				
Hunter	502	490	12	2.45%
Tannersville	539	448	91	20.31%
<u>Greene County</u>	49,221	48,195	1,026	2.13%

HUNTER FOUNDATION

BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



CONTEXT: MOUNTAINTOP DEMOGRAPHICS - HOUSING

<u>Town</u>	<u>2010</u>	<u>Housing Units</u>	<u>Percent Vacant</u>
Ashland	784	679	50.22%
Hunter	2,732	2,952	59.15%
Jewett	953	1,182	61.25%
Lexington	805	895	56.65%
Prattsville	700	506	40.51%
Windham	1,703	2,457	68.54%
<u>Mountaintop Towns</u>	7,677	8,671	60.05%
<u>Village (included in town numbers)</u>			
Hunter	502	642	60.28%
Tannersville	539	557	53.68%
<u>Greene County</u>	49,221	29,210	32.14%
2000 Numbers		26,544	31.22%
Net Change 2000-2010		2,666	
Pct. Change 2000-2010		10.04%	

HUNTER FOUNDATION

BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



CONTEXT: SURROUNDING COMMUNITY POPULATION TRENDS

Municipality	2000 pop	2010 pop	# Change	% Change
Village of Tannersville	448	539	91	20.3%
Greene County	48195	49221	1026	2.1%
Town of Saugerties	19868	19482	-386	-1.9%
Town of Woodstock	6241	5884	-357	-5.7%
Ulster County	177749	182493	4744	2.7%
Village of Cooperstown	2032	1852	-180	-8.9%
Otsego County	61676	62259	583	0.9%
City of Hudson	7524	6713	-811	-10.8%
Columbia County	63094	63096	2	0.0%
Town of Rhinebeck	7762	7548	-214	-2.8%
Dutchess County	280150	297488	17338	6.2%
Town of Delhi	4629	5117	488	10.5%
Delaware County	48055	47980	-75	-0.2%
Town of Cobleskill	6407	6625	218	3.4%
Schoharie County	31582	32749	1167	3.7%

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BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



ELIGIBILITY FOR VARIOUS STATE/FEDERAL PROGRAMS

Income Level	Ashland	Hunter	Jewett
Poverty (30%)			
2000	46 (15.9%)	182 (17.2%)	50 (12.4%)
2010 estimate	93 (30.4%)	205 (17.1%)	63 (15.7%)
% Change	102.2%	12.6%	26.0%
Low Income (50%)			
2000	80 (27.7%)	331 (31.3%)	94 (23.1%)
2010 estimate	130 (42.1%)	467 (39.0%)	123 (30.8%)
% Change	62.5%	41.1%	30.9%
Low-Mod Income (80%)			
2000	135 (46.7%)	517 (48.9%)	171 (42.1%)
2010 estimate	194 (63.1%)	748 (62.3%)	191 (48.0%)
% Change	43.7%	44.7%	11.7%

HUNTER FOUNDATION

BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



ELIGIBILITY FOR VARIOUS STATE/FEDERAL PROGRAMS

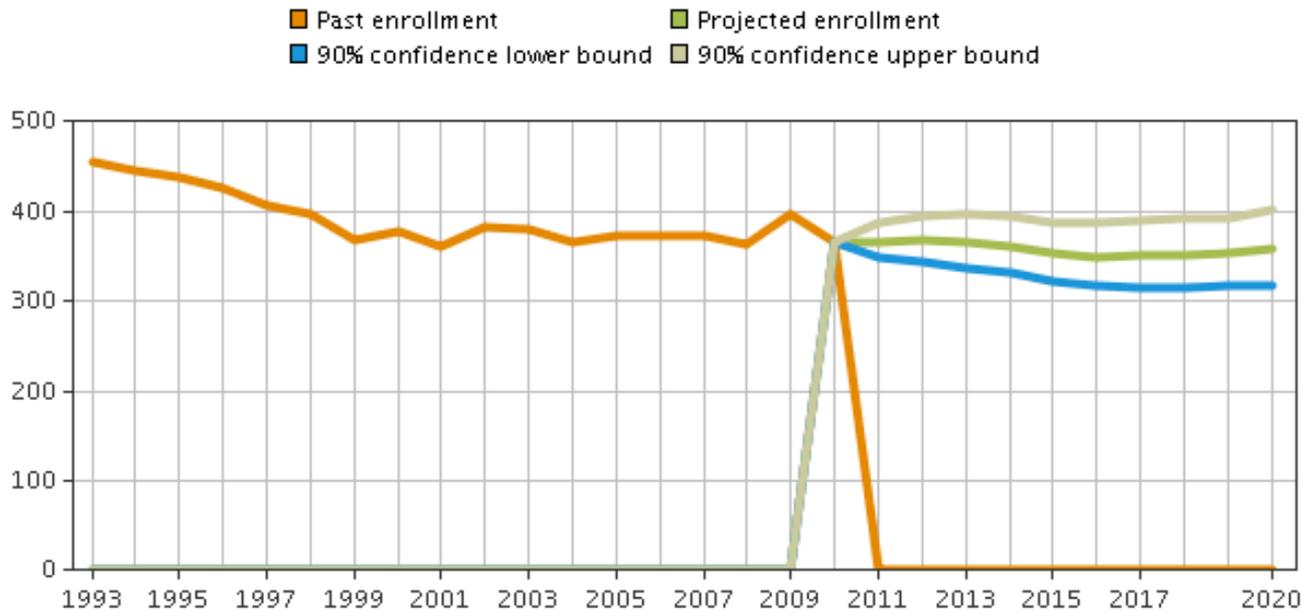
Income Level	Lexington	Prattsville	Windham
Poverty (30%)			
2000	75 (20.2%)	26 (9.8%)	110 (15.3%)
2010 estimate	78 (19.5%)	70 (22.3%)	78 (12.3%)
% Change	4.0%	169.2%	-29.1%
Low Income (50%)			
2000	124 (33.4%)	58 (21.7%)	196 (27.3%)
2010 estimate	145 (36.1%)	120 (37.8%)	156 (24.7%)
% Change	16.9%	108.9%	-20.4%
Low-Mod Income (80%)			
2000	199 (53.7%)	144 (54.5%)	331 (46.0%)
2010 estimate	219 (54.4%)	191 (60.5%)	243 (38.6%)
% Change	10.1%	32.6%	-26.6%

HUNTER FOUNDATION

BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



SCHOOL ENROLLMENT: GILBOA CONESVILLE DISTRICT



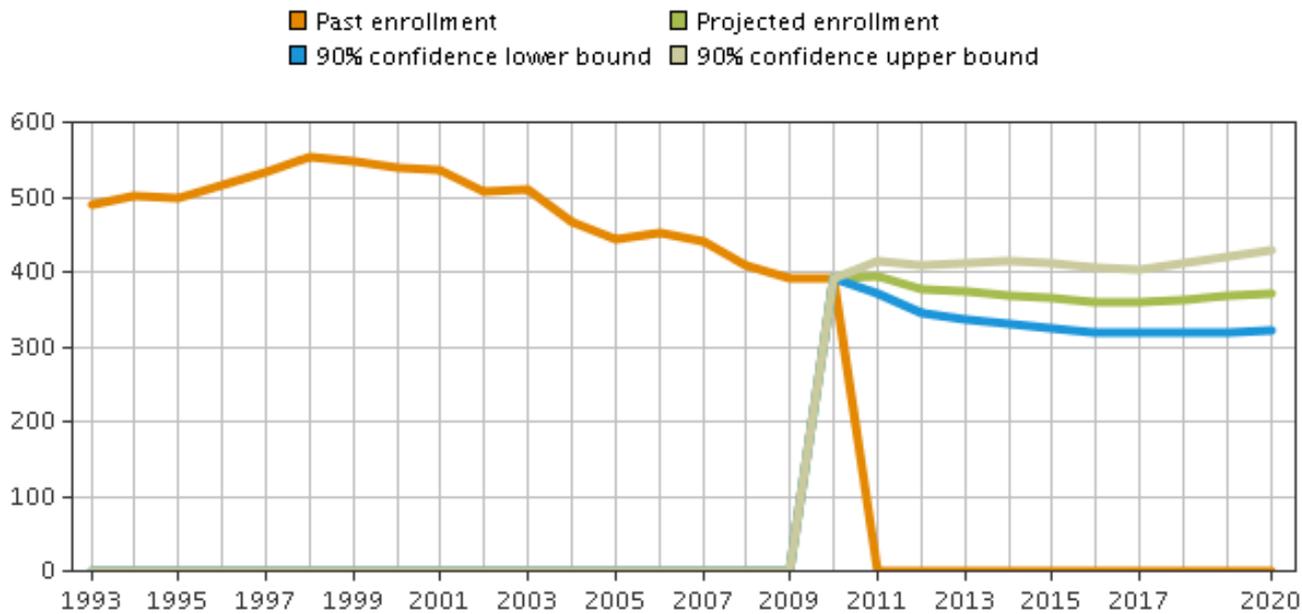
Year	Enrollment
2010	367
2011	366
2012	368
2013	366
2014	362
2015	353
2016	350
2017	352
2018	352
2019	353
2020	358

HUNTER FOUNDATION

BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



SCHOOL ENROLMENT: WINDHAM ASHLAND JEWETT DISTRICT



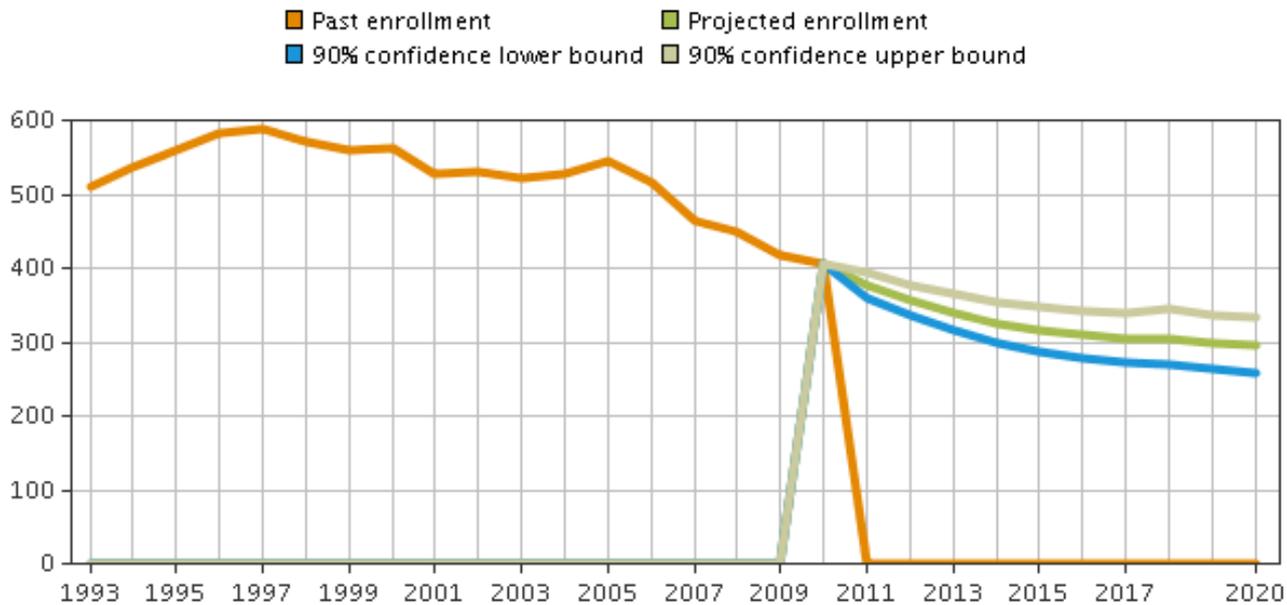
Year	Enrollment
2010	394
2011	394
2012	379
2013	375
2014	370
2015	367
2016	361
2017	361
2018	364
2019	369
2020	372

HUNTER FOUNDATION

BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



SCHOOL ENROLLMENT: HUNTER TANNERSVILLE DISTRICT



Year	Enrollment
2010	407
2011	377
2012	357
2013	341
2014	326
2015	317
2016	311
2017	306
2018	306
2019	299
2020	296

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BOARD & ORGANIZATION STRATEGIC PLAN
UPDATE 2013



MOUNTAINTOP COMMUNITY RECREATION, CULTURAL RESOURCES AND SCENIC QUALITY STUDY

- Tourism
- Open Space
- Access to Waterbodies
- Access to State and New York City lands
- Recreation
- Trails
- Sporting Amenities
- Planning
- Main Street Revitalization
- Historic Preservation
- Arts and Culture



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APPENDIX C Survey Results

Question 1: List Three Words that come to mind when you think of the Hunter Foundation		
Word One	Word Two	Word Three
everywhere	paint	development
Preservation	Events	self-affected
the arts	tourism	another
aloof	anti-Semitic	Main Street Revitalization
trying	confused	community interest
Colorful Painted Buildings	Housing Grant Programs	Paint Project in Tannersville
community development	financially capable to assist worth will projects	Main street renovations
streetscape improvement	organized	No prior knowledge.
responsible	Tradition	community oriented
Culture	Assistance	History
Community	needed	Helping
revitalizing	Inventive	helping
Colorful	promotes tourism	Local
facilitated opening of new businesses	need to do something for kids	beautification of Main Street
not sure what they do	Annie	focus on city people, not locals
Needs to focus more on what the Mt Top lacks	Cooperative and enthusiastic staff	Trying to help the community
Follows through with initiatives	support	Dedicated in its commitment to the community
caring	restoration	concerned
funding	grant opportunity	helpful
mountaintop	economic development	benevolent
real estate development	paint old rundown buildings	renovation
never heard of it	hard working for the community	non profit
art	Retail stores	preservation of Hunter Ski Resort
improvement	outreach	music
Grants for new businesses	motivating	revitalization
care	selective	Building renovations
Helpful	helping the community	renew



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community revitalization	Any small community has many challenges	Generous
effective	keep it local	architectural rehabilitation
grants	needed	improvements
Colorful Main Street, Tannersville	Beautify	1st time looking to buy a home
beautify	financial support	Urgent renewal/rebuilding for the future
helpful	Betterment of the Community	assist financially
Rebuild	restoration	great
friend of community	well-meaning	Restore
Visible Improvements	rehabilitation	local benefactor
improvements	Invested	Truly Productive Organization
overextended	focused	community
creativity	Great employers in the community	unfinished construction
Life Changers	know little about it	renewal
innovative	beautification projects	Community Involvement
Beneficial - to the appearance and quality of life on the Mtn.	Purchase properties that are difficult to see - too large	ambitious
stuffy org	A TOWN OF HUNTER ORGANIZATION	Effective
bettering the community	Orpheum	ski town
Assist families in upgrading their homes	development	grants
NON-PROFIT	community	Upgrade buildings in Tannersville
business	Good neighbors	BUILDING RESTORATION
Greene County	altruism	paint
renovation	poorly run businesses (Astor House, General Store)	help
Home Improvement Grants	skiing	improvement
philanthropy	improving	Rehabilitation of Homes
building improvements on Main Street	Hurricane Irene relief and recovery	service
Is that Peter Finn's charity?	generous	colorful buildings
painting	resource	
Wonderful paint project	cool	Fixing Buildings
Doing good job	sustain viability	Main Street and community revitalization



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business	aid	Improving our communities
community	community revitalization	community
preserve	wonderful	painted houses
local	help restore and rebuild properties	Charlene
historic preservation	building in hunter	restore
help business'	non-profit	donations
asset	Crazy paint colors	advocacy
help our local businesses	art	Renovate homes
art and culture	Resource	proven
fundraising	mountaintop improvement	create better tax rates
Construction	well-meaning	painting the town
forward	Classy	Mountain Top
Culture	comforting feels like home	Art
Tannersville paint program	Selfless	update
arrogant	Hopeful	construction
Money	Rebuild	outsiders
outstanding	reclamation	Creative
Important to our community	Support	nice
Lack of competitive bidding for rehab/renovation	colorful	Helpful
Community	a god send	Uneven successes
paint	charitable	Renovate
Community	Business opportunities	renovation
restoration	Open and Helpful	Fairness
forward thinking	crooks	great
talented	opportunity	generous
Home improvements	Needs to move its property	amazing
Great for Mountaintop Community	any paint is better than no paint	Tannersville paint project
scammers	should send some info in mailboxes	Rehabilitation
growth	much needed	wannabees
Lost its direction	Renovations	Development
enhancing the look of the Town of Hunter Main St.	leaders	Good for the community



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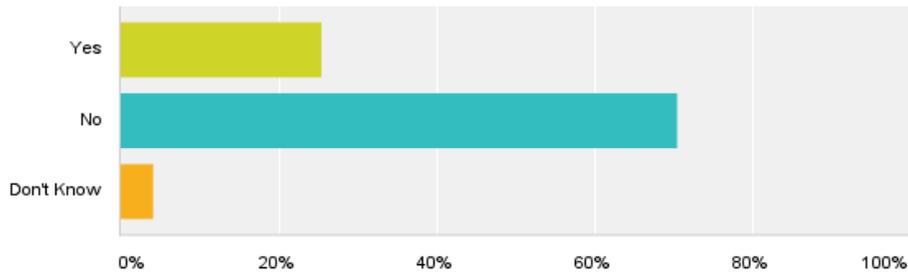
Is this for town/school/second homeowners?	Thank you for support, and courage to community	restoring old buildings
cultural	Rehabilitation	not sure what missions they have
Helpful	Helping	wonderful
ambitious	financial stability	Grants
Thank you for last these long	revitalization	community minded
I assumed it was about the town of Hunter	Assistance	Thank you for being here
Paint Project	attractive main street	I didn't know what it was till now
Informative	not sure	Onteora Park
Finding and securing grants; unsure of funding sources but mountaintop is better because of its presence.	Caring about the community	Unrealistic
support	helpful	plays, concerts, movies
community	quality construction	beautification
Renovation	cultural events	development
Beautification	Community	Community
paint project	Exact Phrase Searching:	Rebuild
bad		improvements made
Assistance to people that can really use it		good
community-minded		Community
colorful		generous
good movies		a gift from heaven
grants		does a lot of good for the community
		Vital
		Betterment



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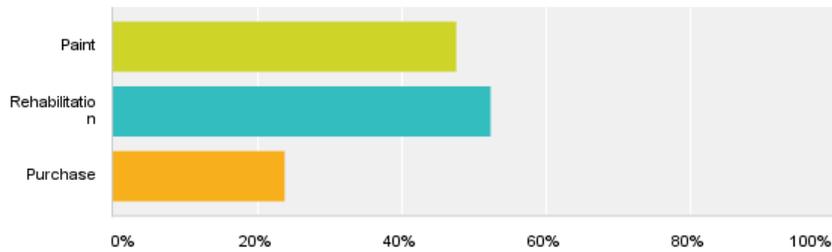
Q2 Have you participated in any of the Hunter Foundation services or programs?

Answered: 122 Skipped: 3



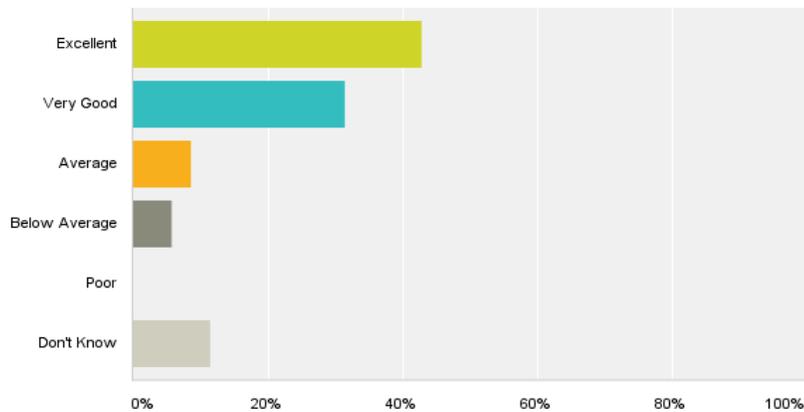
Q3 If yes, please select the program:

Answered: 21 Skipped: 104



Q4 If yes, what was your experience like?

Answered: 35 Skipped: 90

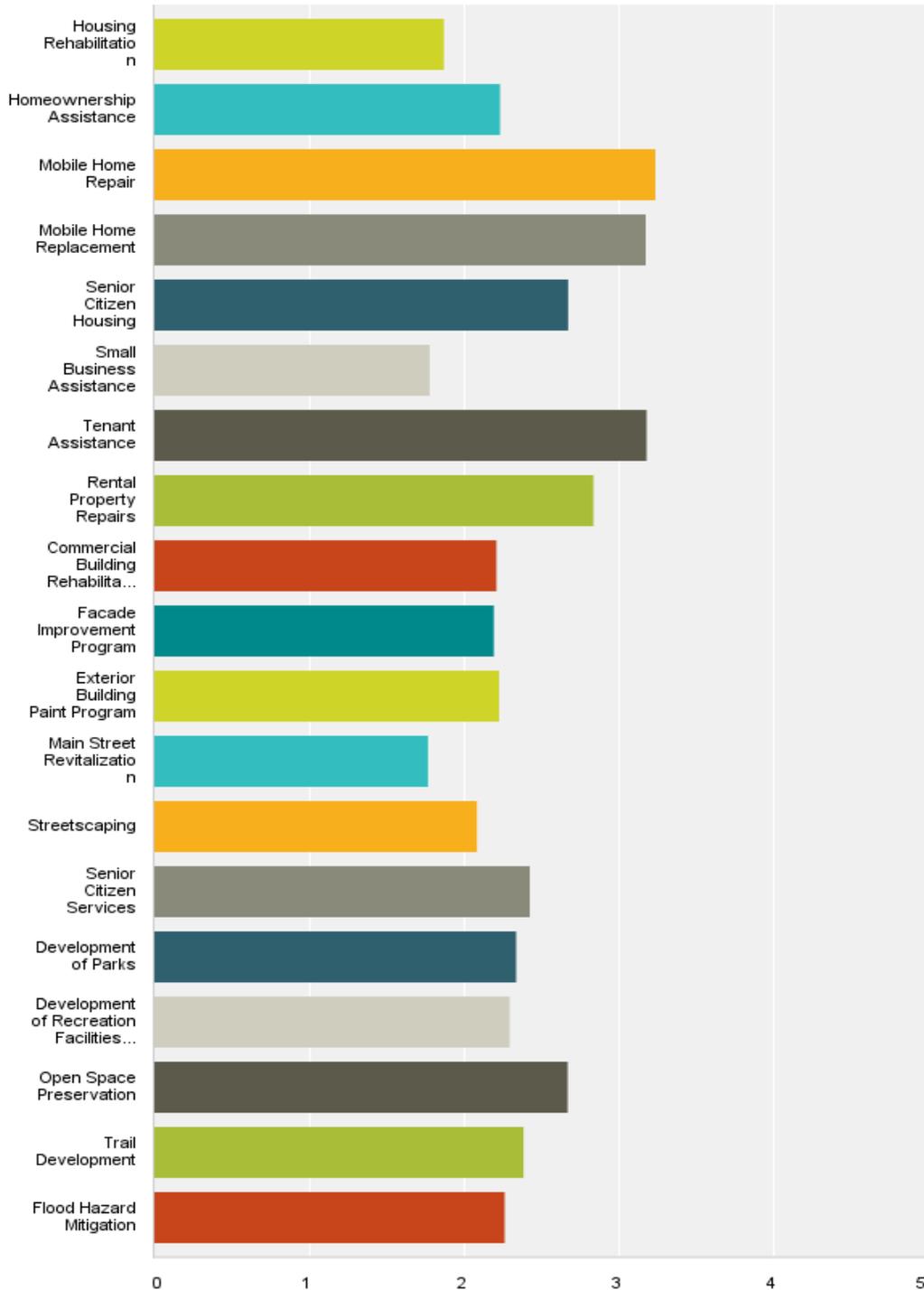




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Q5 In general, what level of need do you feel exists in the mountaintop communities for the following services:

Answered: 122 Skipped: 3

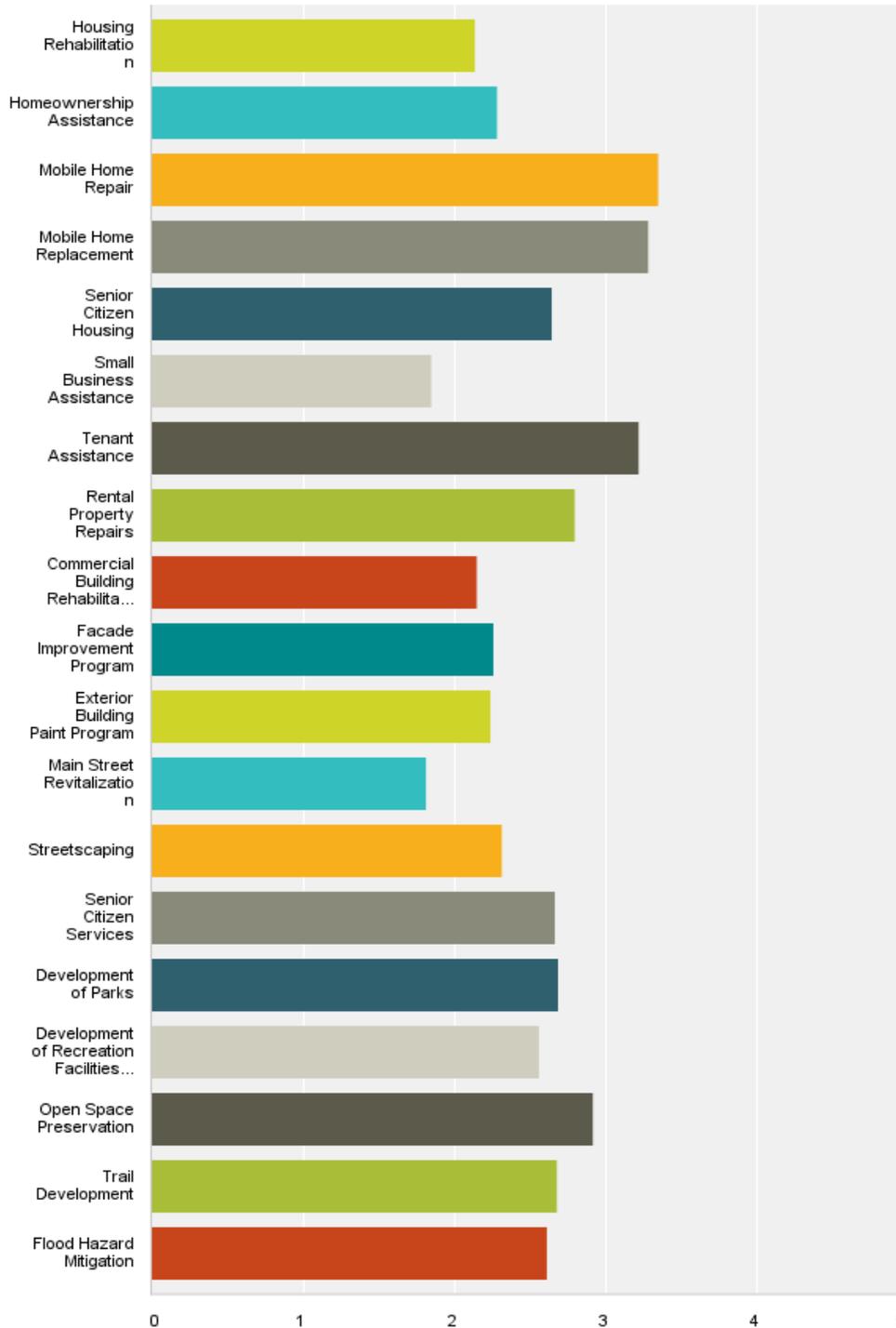




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Q6 Of the potentially needed services, which do you feel the Hunter Foundation in particular should focus on:

Answered: 118 Skipped: 7

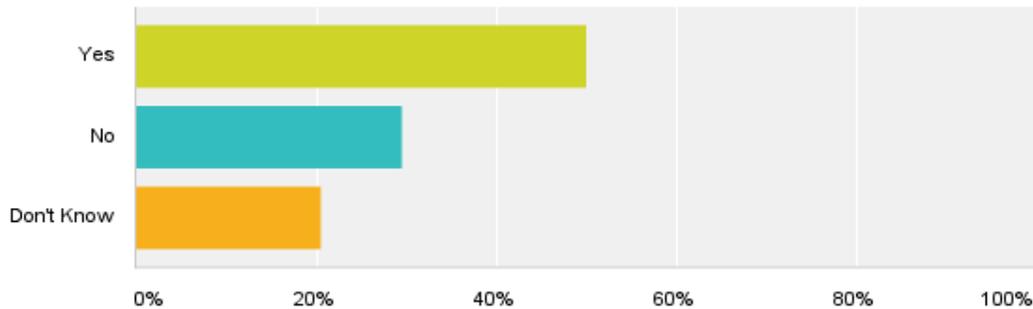




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Q7 The Hunter Foundation is considering changing its name to incorporate the whole mountaintop community in which it serves. Do you think this is a good idea?

Answered: 122 Skipped: 3



Question 8: Do you have a suggestion for a New Name for the Hunter Foundation

- The Hunter Partnership, The Hunter - Tannersville Partnership, The Mountain Top Partnership
- mountaintop united community growth foundation
- Mountaintop development corp, Mountaintop community development center, Mountaintop redevelopment alliance
- Should describe the area of coverage. Perhaps. "Northern Catskills infrastructure Foundation"
- Northern Catskills Foundation
- The Caring Foundation; The Assistance Foundation; The Pro-Active Foundation
- Mountaintop Beautification and Restoration
- Kaaterskill Mountain Foundation
- Mountain Top Foundation
- Mountaintop Ventures or Main Street Capital
- Mountaintop Community Revitalization Group? Organization? Association?
- Mountaintop Community Foundation
- Catskill Mountaintop Foundation
- Mountaintop Regional Development Organization
- Mountaintop Community Foundation
- Friends of the Mountaintop
- Mt Top Community Foundation
- The Catskill Mountaintop Foundation
- The Hunter Foundation
- Use the Words.... Mountaintop, Catskill Mountains, and or Hunter-Tannersville/Windham-Ashland-Jewett
- Mountaintop Assistance Program - aka MAP

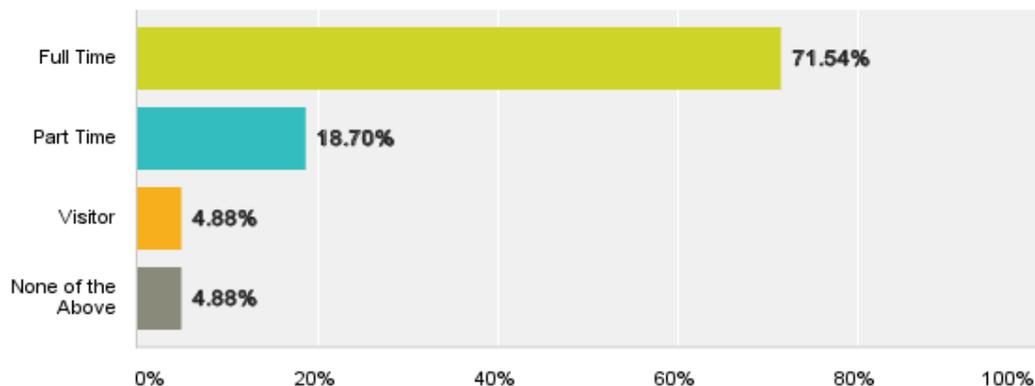


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- The Mountain Top Community Foundation
- Better Living in the Catskills Foundation
- The Mountaintop Foundation
- The Mountaintop Restoration and Renewal Foundation
- ...something with the word/phrase "Mountaintop" in it. Why don't you hold a contest!
- Mountain top foundation
- The Catskill Mountain Foundation
- The Hunter Foundation for Mountaintop Development
- A Better Way
- Mountaintop Foundation
- Mountain top foundation
- Mountaintop Foundation
- Mountaintop Foundation would be accurate
- Mountaintop Assistance Corp.
- Hunter Community Foundation
- The MountainTop Foundation
- The Mountaintop Foundation
- Mountaintop Alliance; Mountain TOPS, etc.
- Northern Catskills Community Foundation
- Catskill Community Foundation Hunter Foundation Mountain Mountaintop

Q9 Are you a full time or part time community member?

Answered: 123 Skipped: 2

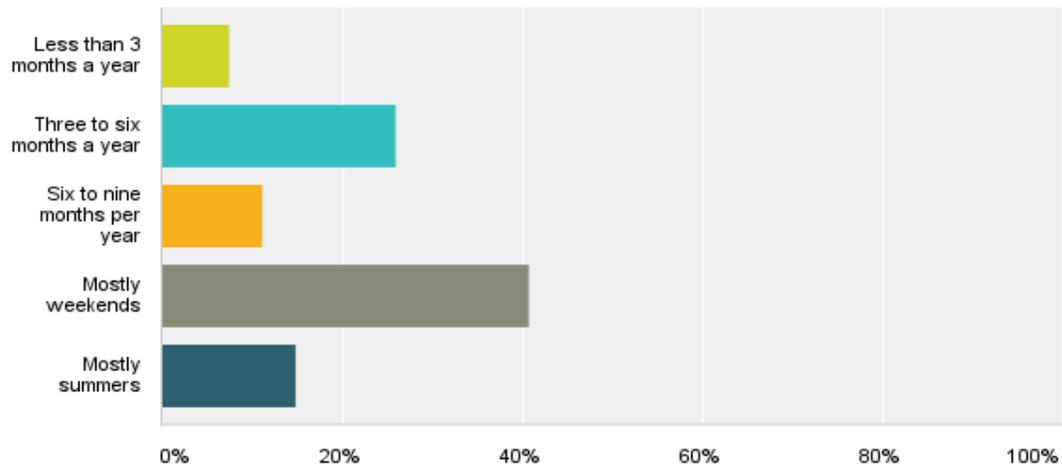




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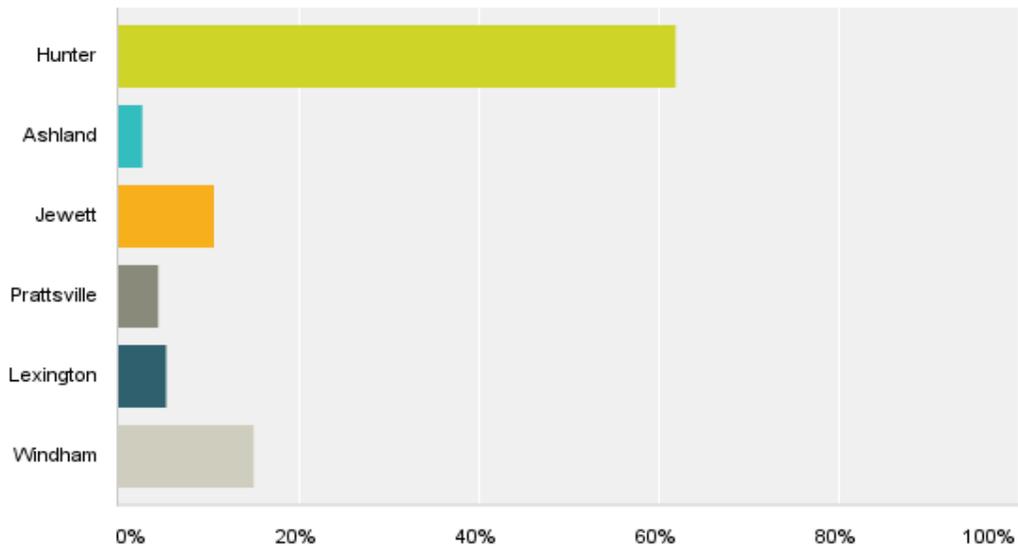
Q10 If you are a part-time community member how many months of the year do you live on the mountaintop?

Answered: 27 Skipped: 98



Q11 What community do you live in?

Answered: 113 Skipped: 12

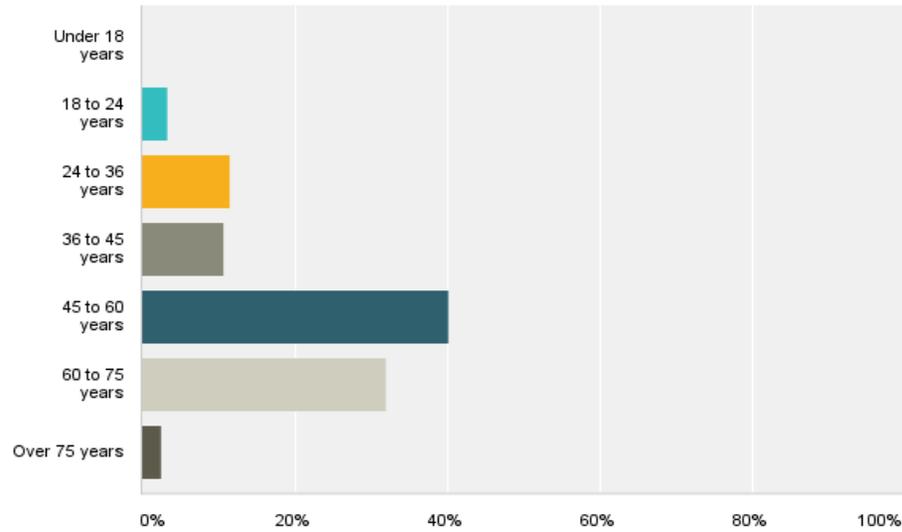




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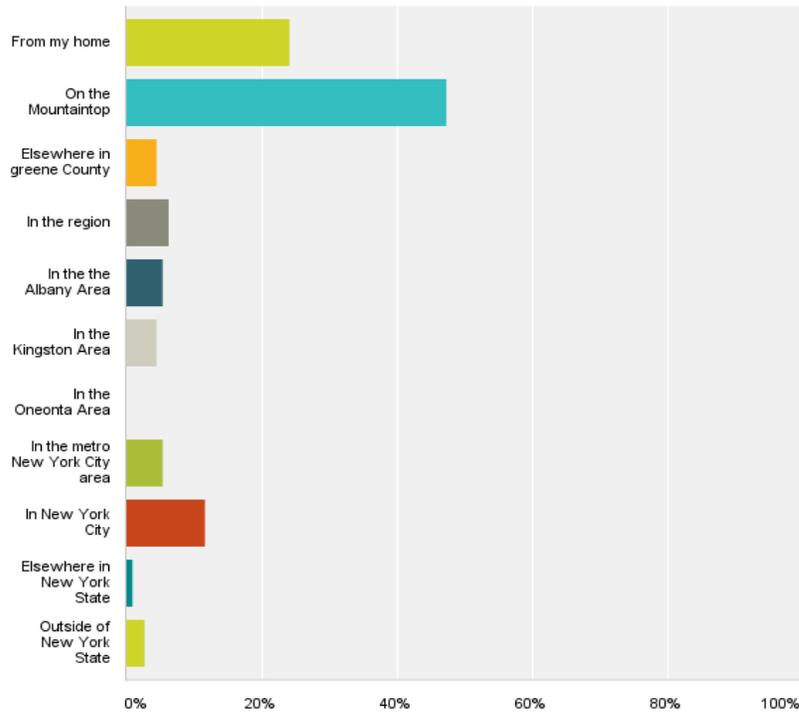
Q12 How old are you?

Answered: 122 Skipped: 3



Q13 Where do you work?

Answered: 112 Skipped: 13

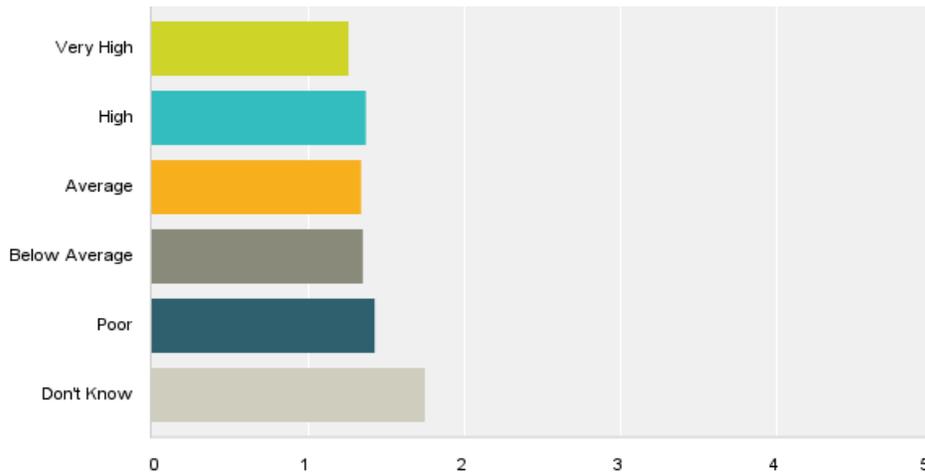




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Q14 How would you rate the quality of life on the mountaintop

Answered: 123 Skipped: 2



Question 15: Are there specific projects you believe would improve the quality of life on the mountaintop? Please describe them.

- A Bear proof dumpsters...people accountable for their garbage when wildlife rips it open...old fashioned street lamps like in Hunter more fairs on main street
- Kart project from Haines falls to Dolans Lake in Hunter. Hand carved artistic signage for both business and public facilities. Improving the two parks (Dolans Lake & Rip van Winkle Lake) for recreation for all age groups but with an emphasis on children and teens. Better basketball courts, tennis courts, public bathing, ice skating in winter. Provide both financial and technical assistance to local business people to help leverage more CWC funding into the community.
- Yes, rehab buildings firstly on the 23A corridor. We all know that our life blood relies totally on tourism and if we want to grow, properties have to be cleaned up. The amount of properties being sold and new ones being built are minimal in the Town of Hunter. With the loss of population, and the socio-economic status among the residence, drastic steps have to be done in the very near future.
- More recreation facilities and programs for adults and children. There's NO Little League Fields for the children in the Town Of Hunter. More after school enrichment programs for children. Accessibility to Athletic fields and facilities. Year round swimming, community pool. Better grocery store, pharmacy, Meat market and Produce, Farmers Market, more retail shops in the village of Tannersville, Shuttle Services. A more improved variety of retail stores. More Music and Arts, Workshops, summer camp programs. Expanding on the opportunity of two Major Music Festivals taking place in Hunter. Better Trail access from our main streets. The Need of more amenities to reduce the travel to Kingston and other places. And Keep our \$\$\$ local



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- We need jobs that can sustain a family. I drive 1 hr. one way to work to make a living in the medical field. We are losing are young people because they can't make a living here. We need to find industry that will not harm the environment, or have too big of an impact on the way of life that we have tried to maintain. To provide year round jobs, benefits and security.
- I think that the Hunter Foundation has made a good start in rehabilitating buildings/businesses in the village of Tannersville. I am wondering if there is no interest in the village of Hunter. A community center accessible to residents/ not-for-profit groups could be a good addition. Improved parking availability/accessibility would be good in both of the Villages in the Town of Hunter.
- Improved access between our towns and beautiful surroundings. This would include signage from the villages to the local vistas, lakes, and trails. Rip van Winkle Lake for example is a great lake with a walking path and park. However the path from town is not at all inviting. Most local towns have local beauty that should be capitalized upon.
- Investment in the tourist trade that would result in jobs at all levels. It is unlikely that industry of any magnitude could be attracted.
- Home repair low interest loans or grants are absent for the lower middle class families as well as singles. As a DCM, we are struggling to find resources for rebuilding or repairing the homes of clients who are just out of the poverty level income range. Additionally, we have no resources for storm damage to trees and driveways.
- Parks and Beautification projects, in order to improve tourism
- Recycling
- Increased tourism information on the web to attract tourists Local tourism info - The Kiosk in Stewarts could be placed where it would be more visible Community golf course
- Would love to be able to have a place that my children could go to have fun activities w/ their friends.
- #1 there definitely needs to be more for seniors.....more housing for those who need assistance, transportation for the elderly and disabled who do not drive and more things for the elderly and disabled to do right here in this area. #2 Teens also need some type of recreation center where they can have fun but still be receiving guidance and an education. Not the kind of education they receive in school, life lessons to make them better adults. They are our future and we are ignoring them. # 3 and as I stated before.....This area is in desperate need of an animal shelter. It would be nice to see the tiny Mountain Top Small Animal Sanctuary-Shelter, Inc. in Haines Falls receive some help (a building to house more animals and funding to help with the expenses of caring for those animals). Mt Top S.A.S.S.
- Businesses are struggling and need help - whether it be through a Hunter Foundation program or through a group effort, the focus needs to shift to keeping existing businesses and drawing new
- Drawing more retail businesses. No real businesses to draw people into Windham other than restaurants. Town shuts down at 5 pm. No activities. If it wasn't for skiing there would be nothing. No info about fishing anywhere. Different story everywhere you call. Hard to find out
- Full storefronts would provide jobs and support tourism growth.
- Clean/renewable energy transition from fossil fuel grids and incentivizing tech start-up companies (dorm-room, lab, incubator sized business plans)



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- Don't chase away enthusiastic visitors
- water park
- Continuing education programs for recent HS graduates as well as adults.
- Activities/attractions/events to enhance the winter and summer/fall colors seasons. Reasons to visit the mountaintop during the spring and late Fall.
- Any energy payment offsets like solar energy for electric and hot water and heated air, wind power, etc.
- Fitness Center- the only places you can go are either off the mountain or at the local hotels but they do not allow public use for a reasonable price
- Removal of all billboards and establishment of material and design criteria for local signage
- Parks and recreations, Senior involvements,
- VILLA MARIA EYE SORE
- Assist the Town of Lexington with funding a cell phone tower to improve the lives of residents in the 21st Century. Aside from French Guyana, only Lexington has no cell service or affordable access to internet service. This is New York State!
- Stop hunter mountain ski resort from letting at least 10 buses (mostly wed) from running their diesel motors all day long with nobody in them - maybe one driver who is sleeping. Make a place in the lodge the drivers can sleep or watch TV etc. provide a plug-in for the buses ---the mountain should not have to be told to do this if they really cared--I did move here full time mainly for the quality of air -thank you hunter for helping to destroy the fresh air !! Why would you not care about the community is it money, money? I was present at a planning board meeting when one of the owners of hunter required a stipulation in a building permit that the music and lights be off by 10pm -----who about mountain jam----is hunter exempt from the regulations
- Rip Van Winkle Lake Development
- Support mountain bike trail tourism within our natural resources tie it in with the area's rich history, arts and culture.- Create a visitor center to house all of these stakeholders of the community If we have a unified focus, it's something the entire community could get behind and promote together. I also think we need to fix the streams that were heavily damaged during the floods, they are such a mess
- I think bringing arts & culture to the area is great and every year the towns of Hunter & Tannersville look more and more appealing & charming! I never want to see "big business" i.e. chains come into town - that would ruin the "local" feel & experience. I also love the fact that Hunter is bringing in the crowds during the off season i.e. June with its Mountain Jam & Country Music Festival. Spreading its wings beyond the German Alps Fest is a plus and definitely brings in more types of people who come for the music but then come back because they love the escape we provide from the hectic city life. All in all injecting money into the community and the small businesses who need it the most.
- a mountaintop map showing ALL the outdoor recreation facilities open to the public
- Continued focus on both residential and commercial real estate improvement
- rental properties that can be rented
- How could we increase our communities economy, bring a different economic resource to the mountaintop? How can we keep business on the mountaintop? I heard that Poncho's wanted to



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build a factory to manufacture chips and salsa? I love this idea could it provide jobs, and additional business?

- Better zoning regulations. Too many polluting establishments are allowed to operate with impunity.
- To broaden your fix up projects and areas. Tannersville has been the center of development but now it would be a nice thing to improve the other communities like Haines Falls, Hunter etc. Identify projects i.e.: a FULL service restaurant in the village of Hunter. Find a good fit for that and purchase, remodel and provide financing assistance to aggressive and proven restaurateurs to expand to the area. Find other matching businesses and attract them to the area with the assistance of Greene co. Economic Development. Possibly get a committee together of stakeholders that have proven their substance and quality with obvious improvements to their businesses and do an action plan for the mountaintop and its communities.
- The new Mountain Top Library is a crucial improvement to life on the mountaintop. Bravo!
- More Youth facilities / Activities/ Recreational
- Support for Fully Professional Cultural Activities such as those sponsored by the Catskill Mountain Foundation and the Windham Chamber Music Festival.
- This region needs a food hub to help connect local products to outside markets.
- Open air green markets and any markets that generate foot traffic
- The Hunter Foundation has done so much to restore a community and give it a new lease on life. Unfortunately, this is a never ending process. The continuing need to attract businesses to the mountaintop must be a primary objective.
- Help senior citizens revitalize their homes....they have no money to do it and usually no family to help.
- We need more things for our teenagers, we need a place where they can be teenagers and meet and relax with their friends. Everything is so far from the mountaintop, there is nothing for them to do but sit and think of things they can't do. A teen club would be great, as a teen we use to go to roller rinks, shoot pool, and teen disco clubs.
- better economic development, more amenities, more education, FARMERS MARKET should be way way better and in a better location
- I understand "the arts" are important but there should be more recreational things for the kids/teens to do. They are bored and resort to drugs and alcohol. This needs to be addressed. Tourists come here and constantly ask "what is there to do here?"
- The development of creative, actively curious, sophisticated young people is essential to the future of the mountaintop. Support for shared initiatives offering community based arts, culture, and education across the mountaintop towns, and support for facilities that could provide these services, would create a vital youth culture in our area, and encourage new networks for young people who don't often meet peers outside of their immediate school district. The Prattville Art Center is focused on this vision. The next generation will be essential in developing new jobs and businesses taking advantage of developments in digital technology (distance markets and networking), interests in local organic food production, real nature/environmental tourism, and art and design to create a strong and innovative local infrastructure for the future Job creation, culture and education should be supported by an



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urgent care medical facility, affordable housing, preserving open land, and developing nature trails protected from motorized traffic.

- Marketing for the area is necessary. People outside Hunter don't recognize what it is or what it has to offer. We are competing with Vermont and other areas in upstate New York for tourism when we should be leading the charge. Without tourists, there is no economy and without economy, people are forced to look elsewhere for employment.
 - Business development. Anything that would bring the business from Hunter Mtn and Windham mtn to the community.
 - Public transportation. More employment opportunities. More business. Hospital (!)
 - Decent clean well run SRO housing buildings in each town--with co-op possibilities so the tenants/owners would have a stake in keeping them decent and clean
 - I'd like to see more grants for single parent families, and also for underemployed families who need the health issues in their homes taken care of
 - better signage
 - The creation of a botanical garden - park on the property in which the deserted Villa Maria resides.
 - If there was some public transportation...so people can get down the mtn.
 - Thank you for supporting the new child care facility which I considered integral to our communities future. Without adequate child care people cannot work - thus continuing the cycle of dependency that is rampant here. A farmers market would be delightful. I look forward to seeing how the refurbished Astor house serves the community. The foundation needs to market itself and its projects/opportunities more aggressively on the mountaintop. Don't be afraid to celebrate success! We need a space for our teens and Tweens. A flower shop or community garden would be great. Can we utilize the parking space behind the cheese shop for weekend flea markets-something to inspire summer foot traffic to our beautiful community? Thank you for all you do!
 - Attracting more businesses to the area.
 - Look at the above question, its worded wrong or too many selections. Also, what do you mean by quality of life? Need to explain. For me it's great but for full-time residents it sucks (Poor). Also, air quality, leisure-time quality. Very poorly designed survey.
 - More parks and fields for soccer and other sports.
 - The Hunter Foundation needs to improve properties off 23-A like the side streets of Tannersville and Hunter, properties along County Route 16 and St. Rte.214
 - More work needs to be done west of the traffic light in Tannersville. From that point through the Village of Hunter. Very little of what the Hunter Foundation does happens in the Village of Hunter. Yes, I know projects of painting and rehab have happened there, but when compared to the improvements in Haines Falls and Tannersville, its minuscule.
 - What was question #14 asking? I only saw check boxes for ratings but no questions asked here. Jobs for locals, local flea market swap center on weekends in spring/summer/fall. Hunter Street Fair with vendors, crafts, celebrate something in Hunter. Model after Prattville's "Mud Fest" from last year (minus the mud.) HELP FUND SKIING/SNOWBARDING FOR LOCAL KIDS - scholarships, PLEASE :-)
- Our amazing resource up here for the success of our kids (a major



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opportunity) yet most of them can't afford the equipment, lessons & tickets - or lunch while they are there.

- Bus service- so people can find work off the mountain top - community centers or a YMCA for our youth, business expansion opportunities and small business loans for advancements. A Touch of Broadway - Plays - Musicals.
- Homes looking better, and cleaned up. An urgent Care on the mountain top would be good as well as a good daycare.
- senior citizen services, transportation, indoor community recreational facility
- Senior Housing - apartments or assisted care living
- I think Hunter and Tannersville both need a lot of help. Attracting business, attracting tourism related activities and helping business owners service the visitors to our area. Hunter village is just awful from an aesthetic perspective and it's plain to see why there is literally no business that is thriving there. This will take a lot of work. Tannersville has come a long way. However I also agree with the homeowner assistance that Hunter Foundation currently does. These are people who spend their money and live on the Mountaintop. Helping these people helps everyone else.
- The home ownership program- people don't make enough money in order to purchase a home. I also think the mobile home replacement program because there are no other programs to help those people.
- One of the joys of the Foundation has been the programs it has brought to the Mountaintop. This has made me spend nearly all my summers in Jewett now...and I bring over friends from Roxbury, Stamford, etc., to join in. The Foundation might consider working with the Windham Chamber to 1) carefully regulate signage (gas stations and ski board shops, etc. often put up ugly COME ON IN! types of signage which turns off the folks I know who in turn have bought in Vermont, where signage is heavily controlled (no billboards, etc.) Hunter/Tannersville are particularly at fault. As one of my friends said, It" looks kind of tacky. Think we'll try Vermont instead." Every "cool" American city/town has strict sign and zoning codes.--think Killington, Stowe, Aspen--even New Paltz and Cooperstown--to attract the city crowd who
- Until you have reliable cable and cell service you will never attract business here. It also impacts the ability of executives to have conferences or vacation here. No communication no dollars
- I would like to create an organization that would act as a clearinghouse for outdoor activities on the Mountaintop. The Mountaintop Exploration Center would collect and promote tours of historic houses, fly fishing, hikes, wildlife sighting, star gazing, bird watching, wild mushroom gathering, photography hiking, bike tours, and anything else that would highlight the area's natural habitat and give tourists more of an opportunity to see the wonders of the area. The patrons of these tours would pay a fee from which a portion would support the organization and the rest would go to the trip leaders. The organization would hire local talent to lead these expeditions and promote the tours across the multi-state area bringing more tourists into the area to stay at our hotels, eat at our restaurants, and shop in our stores. A centrally located office (like Smiley's) would be a visible and convenient invitation for customers.
- On - site 24 hour medical emergency center Senior housing in every town Centrally located center for county agency offices YMCA Food co-op



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- Unfortunately for me its things like public transportation, easier access to hospitals, help with home maintenance, things that you need assistance with as you grow older and want to stay in your home as you do - but know you won't be able to keep it up on your own. There seems to be a high proportion of older people here than younger people judging by the shrinking enrollment at the elementary school. If that is the case, then it's the "aging population" needs that should be focused on these are not all in your scope, however! Bringing college classes to the mountaintop would help the youngsters, but that is something the new library should do.
- Improving the appearance of our community increases tourism, which in hand, creates funds which Improves quality of life.
- Main Street Tannersville - take the parking off the street, widen or otherwise enhance the sidewalks to make them more pedestrian friendly.
- I would love to see and have a community pool that can be used all year round. This would so help people get out and about in the winter and help keep us healthy. It wouldn't cost too much to join so that it will be available to almost all residents. I would gladly contribute to such an undertaking.
- Pharmacy. Consolidate efforts to draw visitors.
- A gym, library, retail stores, local grocers, butcher.....

Question 16: Are there any particular establishments that you would like to have available?

- I know that the big o theater is a CMF's baby but this is a perfect example of good community intention gone awry. You COULD be seriously injured going in or out of the place. But I guess if you have only two or three performances in a year the liability exposure's limited. The space would be a truly great asset to the community if they could only get some programs going. Who's running the place? How about more rock and roll, jazz, folk, punk, poetry whatever!! It doesn't do the town much good if there's no asses in and out of those seats on a regular basis.... and there is a considerable amount of public money in there via Senator Seward. Where is the public benefit? It's a bad joke. Unless you were one of the contractors...
- I think that we are pretty well served. I do wonder why the new businesses that the foundation has opened have not found buyers; are they too much oriented to the seasonal residents and not focused enough on the year-round residents?
- Gym, yoga studio
- Broader retail base providing things we now have to travel to Kingston or Hudson for.
- I have been encountering seniors who would benefit from having a home health aide. I know of 2 seniors who are not in their homes as there are no home health aide services or meals on wheels available on the mountain top.
- Antiques and a Gym
- A safe, monitored center for kids/teens for fun activities. Pool, skating rink, games etc.
- Assisted living for seniors, a teen center with multiple activities and proper guidance and, of course, my own personal favorite, a shelter for animals.
- Quaint lunch shops...we have a couple in Tannersville, Windham...none in Hunter...



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- Pharmacy
- nail salons
- a pharmacy, clothing store that sells more than souvenir clothing, bicycle shop, an active boat house at the lake that is not overcome with day camp participants. A movie theater that shows movies not just special events that most local residents cannot afford. A museum that highlights the area and its history. A place in town that older residents can go to that is accessible such as a day park with picnic area, shaded tables and fitness walk, no pets allowed.
- Pharmacy, Gym/yoga/sports, Outdoors/outfitters
- better hotels and restaurants
- Not sure if this could ever happen, but it would be nice for the entire community to have some type of indoor athletic complex that for a minimal fee would provide physical activities for all ages. Indoor swimming, batting cages, exercise classes, gym equipment, tennis court, basketball court, volleyball court, a track for running, etc. I am sure the area schools could benefit from this as well.
- Pharmacy/drugstore in the village of Hunter; outdoor farmers market in the summer
- Pharmacy
- DRUG STORE LIBRARY
- Pharmacy (yes I realize there is one in Windham)
- Mail delivery
- More - better access to trails, streams and DEP lands
- Wellness services such as spa treatments & yoga classes - alternative medicine/homeopathic type of services. Again, NO chain stores, etc....that would ruin the local feel and experience.
- A pharmacy/ drugstore in Hunter.
- rental properties
- More abundant retail, food service to broaden our appeal.
- A high-end food store such as Whole Foods.
- Need pharmacies and drug stores. Need more retail stores?
- A youth center or gym.
- A very well run library, fresh market, butcher, drug store
- Drug store on south side of Mt. Top.
- Too many restaurants here. We need better parks. Wi-Fi in the stores that encourage sitting so kids can do school work if they don't have access at home
- YES! The buildings that sit empty by the snowbird ski shop... The building behind the Pro Ski shop... Any empty building really....
- The supermarket needs major improvement, more resources for children. My main concern is the drugs in the area and in my humble opinion is that services for people abusing drugs and drug prevention is the most needed thing.
- Indoor gathering spaces, arts and crafts studio workspaces, a medical facility, and a bowling alley.
- A gym, and community pool or recreation center.
- Yes, major grocery/shopping. I support local business but certain things just not available. So, we have to travel. Gas, Gas, Gas!



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- Food Co-op
- The town of hunter needs to be improved so it is more of a town like Tannersville and wind ham.
- Good produce Butcher/fresh fish Art supplies Fresh cut flowers Hair salon for women Musician rehearsal space
- Large Food store like a Price Chopper Annex to medical and dental care like Med Associates of the Hudson Valley in Kingston having a central mountaintop location. Dental, Automatic car wash, dry cleaner.
- Bowling, Ice Rink
- General store smaller than Walmart. Daycare/afterschool care walking distance to Hunter Elementary (Community recreation center (nights for teens, different nights for families, seniors - bingo, fashion shows, fun stuff, kid carnival night - whatever).
- Bowling - Water Park - Indoor all year long
- YMCA Urgent Care 24 hours Good Daycare that stays and doesn't close after 1 year of opening. Bigger grocery stores
- indoor community facilities for year round purposes
- I would say yes. More "things to do" for kids and families. More emphasis on our natural resources and improving the areas around us. e.g.: Tannersville Lake, Dolan's Lake in Hunter. Perhaps a sports league for kids and adults in the area that collaborated with the school and took advantage of the facilities there. Hunter Mountain, Mountain Trails Cross Country are all huge assets in our community and they are currently underutilized by our community in any meaningful way. Also I think the Orpheum Theater is currently very underutilized. Why not make that a movie theater also? I bet it would do much better than the one in Hunter.
- Prattville "Mud day" last year was terrific. A wonderful and memorable day that townspeople originated and pulled off--to laugh at their own disaster. If it had gotten more publicity in the NY metro area, it would have attracted more people to the area. That kind of thing is a goody.
- Pharmacy
- Workout facility and pool. Community center.
- medical related ones This is tough as there is most of everything but in very small quantities; like office supplies, underwear/socks, shoes ...
- The area is in great need of a pharmacy. Windham Pharmacy is wonderful, but for truly elderly residents it is a great amount of travel for prescriptions.
- urgent care, hospital, nursing home, senior-assisted living
- Ice cream shop, parks with picnic tables, grills, pool

Question 17: Please share any other comments you might have.

- It appears to me that the foundation does whatever serves the interest of its major contributors wants (the golden rule, he who has the gold, rules!) who knows better what the community needs than the people who live and work in it. There does not seem to be any synergy between the locals, the local Gov., and the foundations...the only exception maybe being the contactors. The same ones seem to have a lock on all the work. Try doing more outreach...



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- Have the H.F. become more aware of what is going on with the local governments in both the villages and town in Hunter. Input is VERY important.
- The mission statement should be clear and concise. Supporting the construction trade for example should be the result of a mission to revitalize our communities.
- Hopefully something can be done for local residents and visitors, especially the youth, or no one will want to continue to reside on this mountaintop.
- People come to this area to experience nature....waterfalls, mountains, trees, animals, hiking trails...."country things' If they wanted to experience opera, ballet, piano recitals and the like they would stay in the cities where all that already exists for them to enjoy. A trip to the mountains should be all the nature oriented things they can't find in the city.
- Unless we have industry, some type of commercial business, recreational offering, or a college etc. here on the mountaintop, I don't think we can draw new middle class families or businesses to our area. Unfortunately, tourists (other than hikers) aren't coming to the Catskills as they did in the past. Wish I had an answer. It seems as though we try to reinvent the wheel every ten years. I've lived here for over 50 years ...still waiting for the "awakening" of our mountaintop. Many organizations trying to make things better--need to work together. It's been tried before--need a paid person to be at the helm. Volunteerism is great (and that is in dire straits)...maybe the reason the Hunter Foundation is successful, is because it is sustained by paid staff that is dedicated to making it work. Good job!
- Doing a great job - what an amazing transformation I have witnessed in the last 10 years!
- I am very happy with the progress that Jason Dugo has done with his businesses. He and his family are a great asset to the community.
- I have attended various Hunter Foundation activities from workshops to help sessions to fundraisers. I am a little dismayed to see very little attendance from the actual Hunter Foundation Board. Basically I have seen the same two members at almost all of those activities. I believe that a Board should be very active in all facets of the organization they belong to. That is what makes a strong Board. Volunteerism is an important part of a community whether it is an elected position or not. It brings a community together.
- There's a company called Energy Alternatives based in California that gets grants from big corporations to do solar energy projects for low-income end users. Seems to be working well and makes it much more affordable for people to have a higher quality of life with a lower income.
- THE COMMUNITY NEEDS TO UNDERSTAND BETTERTHE MISSION AND MANY SUCCESSES OF THE HUNTER FOUNDATION. WE HAVE BEEN VERY LUCKY TO HAVE BROUGHT TOGETHER SO MANY WHO CARE.
- Your organization has done such great work already. The idea that you are reaching out to the community seeking input further demonstrates your commitment to increase the quality of life for year round residents and visitors alike.
- All in all I am impressed. I guess it really helps that you can visibly see the improvements that have been made in town.
- I am somewhat reluctant to participate -- I marked Don't Know pretty often -- because I have not been involved with the Foundation's undertakings. However, I am participating because I wanted to say that I have become very confused about the Foundation's mission. It's like "scope



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creep," trying to be all things to all people. Some of the stuff you asked me to rate I had no idea the Foundation was even involved with. Meanwhile, how many HALF-FINISHED Foundation projects line Tannersville's Main Street? They have themselves become eyesores. Honestly, I thought that sort of thing was what the Foundation wanted to do away with. Please, please don't start any more new projects, or buy any more Main Street properties, until you have finished with what you already own.

- Be proactive and responsive to those who support the organization.
- I would love to help in any way possible, incorporate our schools WISE program? Help promote the foundation in the school district, etc.
- You have been leaders on the mountaintop, especially in the town of Tannersville so it may be time to broaden that level of improvement to all mountaintop communities. Identify empty properties along Main Street and assist in an action plan to bring in more businesses. Coordinate a cooperative advertising program to show what we have - get Hunter Mountain, the Zip Line to anchor those ads with other businesses to make monthly contributions. Suggestions for print would be Chronogram, Green Door Magazine and the Hudson Valley Magazine. Show the attractions and retail that is available on the mountaintop and cross promote them so everyone gets a little exposure. You have done a great job thus far - expand that.
- We need to get rid of that old brown building on 23a just outside of town on the left...
- It is wonderful that you are undertaking this project. I am so happy that Prattsville has been included. I believe our town has a combination of mixed age and incomes, and authentic rural culture that has been a focus of much contemporary art. I would be very glad to participate in the planning process. I have over 25 years' experience in teaching art and history at New York University, Cal Arts, and Otis College of Arts, and am developing the non-profit Prattville Art Center and Residency. The Art Center is working with the Greene County Council on the Arts, the Catskill Mountain Foundation, and the Pratt Museum on "Mainly Greene" to develop and promote the arts on Main Street across Greene County.
- Please, please buy the Villa Maria and create a beautiful open space or park out of it.
- Thank you for providing hope and inspiration to our community!
- Foreclosure signs and for sale signs on seasonal homes throughout area represent economic issues with folks keeping or owning second homes. We must mix zoning to promote land use for commercial establishments or the residents will not be able to afford the taxes as they rise.
- Tear down the Cold Springs. Renovate the facade of the Sitzmark. Improve the outside of the old Tannersville Supply Building. Promote larger property line and sideline setbacks, particularly on the side streets in Hunter and Tannersville. Sell your properties and stop competing with people in business that have to make more than they spend. Get your focus back on the Town of Hunter.
- Much has been done for Main St. Tannersville, especially commercially and that's great, it really is. I think possibly too much time and money was wasted because of the historic preservation status. It takes far too long for some of the projects in Tannersville because of the near death pace of design needed to placate historic preservation. The work at Slopes and Aspens with the Creek Walk has dragged on so long now I couldn't tell you how long it's been, YEARS for sure. All of the businesses that have had major rehabs are still in the hands of the Hunter Foundation, now including The Village Bistro. Much more emphasis needs to be put into selling these



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businesses to new owners in order to breathe new life and blood into the local economy. The marketing of the selling of the Tannersville General Store, The Astor Building, the Hotel Mountainbrook and others, needs to be more aggressive and really should have started several years ago. I think if new ownership of some of these rehab projects took place, things would be in better shape. In the meantime, visitors (and locals) see little change in some of these buildings, yes they have been spruced up or greatly improved, but it gets the feel of a Hollywood set. I can't help but wonder what some of the visitors to the area must think of the snail like pace of some of the work.

- Will the Hunter foundation do anything for the Hamlet of Haines Falls, since it is the gateway to mountain top on 23a?
- Good luck! Thanks for your efforts.
- I have one of the best businesses on the mountain top. I am a WBE certified business all my collateral is paid in full and I cannot get a small business loan if I were to stand on my head. I am paying through the nose on an interest only loan that would cost me 1/3 of the cost with a Bank or lender. I am ready like so many others to give up & move to a state that is more business friendly!
- The work you are doing is great, I think you continue to work on aspects that help the lives of the residents of our area as well as assisting new and existing businesses to make our community great.
- The homes and business that are in disarray are in default if community policies. The planning boards do not enforce the criteria for clean and good looking properties, Junk cars, lots of stuff left lying around- garbage where it does not belong. Hensonville is awful and directly in the middle of the town. No one takes action
- Thank you for taking an interest!
- Helping Main Street improve in appearance and in retail stores is something you do well, keep it up! Huge difference along Main Street since I moved here 11 years ago. Now, if you could only help the Village of Hunter like you have helped Tannersville!
- I love the paint colors you are presently using, (Slopes, Astor House, and the Mansion House) they complement the beautiful area we live in. Boulders (Rocks) are sacred to our mountaintop and a reminder of the history of our area, and I'm so pleased to see we are no longer painting them.
- would like to see more unity and consolidated services on the mountaintop
- The Foundation does so many good things; I'm glad to live here.



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APPENDIX D

Community Workshop Notes

Question 1: What Do You Love about the Mountain Top?

Meeting One – Tannersville

- Outdoors, all seasons, hiking, skiing, natural environment
- Tourist from Manhattan
- People – year round, establish roots, raise families, friendly, generous, supportive
- Simplicity of the lifestyle, peaceful, quiet
- Quality of the air here better than any other place in NYS, sleep better
- Cool summers
- Art projects attract people
- History – pride in history
- Music – attracts people
- Unconstructive views, scenic
- Smallness – establish yourself because less competition, more participation in sports at the school because of the smaller scale
- More opportunities in a smaller community
- Personality of the people running the businesses
- Price must be right to attract locals
- Brand of the mountaintop community – four season destination
- History – arts, stories, different aspects of the mt top history – include in the brand
- Why is this area a destination place
- Heritage tourism – guided tours
- More raw, open to change, freedom and unconventionality, self-expression for artists
- Smallness – entrepreneur playground, create small businesses
- Affordability of commercial spaces
- Create empowerment zone for wholesale/retail business – international/home-based options, crafts people – solicit people to come here and start businesses
- Young people are amazing here, fresh ideas, employable, internet based businesses, pivotal role of young people – who would love to be involved in projects
- Budgets for new projects – what is the vision or plan for these projects
- Art gallery exhibit – art student participation – outdoor sculpture project
- Celebrate the projects – social media-get the message out
- Bicentennial of Hunter this year – students involved – school open to participate
- Beautiful signage needed



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Meeting Two – Windham

- Beauty
- Cleanliness
- Rural character
- Safe
- Recreation opportunities
- Sense of community
- Clean air
- Forest and animals
- Beauty of mountains
- Diversity of recreation choices
- Possibilities
- Four seasons
- Not pretentious
- Historic resources/local heritage
- Hiking in state parks
- Farming, agriculture
- Hudson Valley arts
- Great restaurants
- Great school
- Community centered – main street focus
- Mtn bike opportunities
- Go to the woods to live deliberately
- Raise family to influence what happens and know people and belong to community
- Retirement
- Move out of NYC
- Convenience
- Skiing
- Peaceful atmosphere
- Golf course – unimpeded
- Easy transition from part time to full time resident
- Friendly area
- Easy access to NYC
- Proximity to Albany and medical facilities
- Theater group – Greene Room Players
- Chamber Music Festival
- Mountain Jam
- Events
- World Cup



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- Triathlons
- Summer festivals
- Brook trout/fishing
- Hunting
- WRIP – in tune to community
- Windham Journal
- Local services – contractors, companies
- Surrounding communities – Catskill, Woodstock
- Volunteer services – fire dept., ambulance
- Low taxes
- Access to state capital
- Hudson river access
- Mohican Trail
- Diversity of people –economic, culturally
- Forever preserved landscape – Catskill Park
- Fine police depts.
- Active churches

Question 2: What would you like to change on the Mountaintop?

Meeting 1 - Tannersville

- Establish brand identity on the mt top, NYCDEP, NYSDEC
- Boating, kayaking, picnicking facilities need to be utilized and advertised
- People do not need to travel to VT, we have resources here
- Not a year round resort – we are a two season area, difficult for new and existing businesses
- Bigger events during different seasons to attract people – focus on what we have – nature, recreation, music, fall foliage
- Need all-encompassing events
- Code enforcement regulations – look of properties, maintenance
- Restrictive cost of day care for locals, subsidy available
- Main street attractions - later hours needed mid-week as well as weekends, artisans and antiques
- Communication-newsletters, limited for villages and towns, get the word out
- Partnership among other organizations – not cohesive
- Vandalism in town
- Something for young people to do, kids are bored, after-school programs, day care, sports
- Infrastructure – web capacity



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- Art events empty, low participation
- Businesses not set up to make a lot of money (hobby businesses)
- Nature tourism
- Zoning
- 2 theaters – not full
- Town websites not current

Meeting 2: Windham

- Village/Town of Hunter-Route 23A corridor
- More involvement from Board at community based level
- Dysfunctional businesses owned by HF, not hospitable
- Prevalent throughout the mtn top – no codes/code enforcement, zoning, codes not enforced
- Connection to community assets – pedestrian linkages
- Better communication systems, internet, cell phones, 911 service – dead spots
- Local businesses – parking areas need transportation into town from parking lots
- Blighted properties
- Aging population – needs public transportation, medical services, senior citizen services for middle class
- Blighted properties – feral cat population living in vacant properties
- Animal shelter not on mt top or in Greene County
- Consistent Code enforcement needed
- Catskill Mt Foundation buildings – need supervision
- Streetscaping – resistance to change, improvements needed, lighted snowflakes, decorative banners – need to move forward – flower planter improvements –people in town need to help – support
- Members of HF at town board mtgs. – have organizations involved and supportive
- Not enough population mass to support area
- Need to build employment base, population
- Better communications could bring in larger companies
- Blighted property – progress made, maybe HF can help
- Affordable housing – big issue for employees/seasonal workers
- Better access to NYC lands – regulations in watershed inhibitive
- Lack of benches and gathering places
- Teen center
- Lack of Senior housing/assisted living
- Cleanliness of towns – picture perfect
- Trash cans on street, public restrooms
- Towns /organizations need to work together



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- Overly-Strong police enforcement during Mountain Jam hurts tourism
- Activities for youth
- HF letter to WDST not to divert traffic away from town
- Full time/long term residents not in forefront
- Animals left behind and animal problems(cats) not being addressed
- Promote area at rest stops – marketing

Question 3: What words describe your vision?

Meeting 1 - Tannersville

- Lively
- Beautiful
- Clean
- Arty
- Proud
- Community
- Free/freedom
- Affordable
- Active
- Friendly
- Beauty
- Fresh
- Opportunity/opportunistic
- Healthy
- Sporty
- Potential
- Expansive
- Rural
- Nature
- Hometown, USA
- Avant guard rural culture
- Fresh air
- Growing
- History
- Business
- Vibrancy
- Color
- Green
- Peaceful



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- Accessibility – well located, bus from NYC
- Location, location, location
- Hub and spoke area – close to other areas
- Clean air, water

Meeting 2 - Windham

- Fantastic
- Utopia
- Magical
- Serene
- Disney land for mtn bikers
- Bike lanes
- Friendly
- Historic
- Welcoming
- Fruitful – employment
- Four seasons
- Unlimited potential
- Needs met – men’s underwear
- Dry cleaning needs
- Fun, adventurous
- Flourishing small business community
- Thriving main street
- Regionally recognized four season destination
- Finians rainbow
- World class
- Internationally recognized
- Creativity
- More awareness of the arts
- Walkable, bike able

What should the Hunter Foundation focus on?

- Funding for music festivals
- Intermingle/interact with local municipal boards
- Marketing/promotion
- Medical care advocacy
- Revitalize towns – Hotel Impossible
- Catskill mountain mascot – Rip Van Winkle – why???
- Successful towns have physical linkage with ski areas
- Buy properties, revitalize, resell



The Hunter Foundation - 2020 Strategic Plan

- Partnership with local organizations to create tourism
- Impact statement available
- Has HF looked at what they have done to see success/failure
- HF apply to CWC grant to borrow low interest rate monies
- HF revolving Loan Fund
- Paint program repairs?
- Encourage Artist residencies
- Economic development
- Birds-eye view of community – historical mapping, walking tours
- Cannot survive on just weekends
- Artists – Palenville – first artist colony – market it



The Hunter Foundation - 2020 Strategic Plan

Hunter Foundation - 2020 Strategic Plan ANNUAL ACTION AND IMPLEMENTATION MATRIX – 2013-2014

❖ = Priority Action

Action	Implementation Steps	Time Frame	Partners	
Vision Statement “The Hunter Foundation serves the Town of Hunter by working with area businesses, individuals and not-for-profits to develop community and a sense of place through “Main Street” revitalization, residential assistance and creative planning for a livable, walkable and vacation-worthy region.”				
Goal 1: Goal 1: Support locally owned small businesses to grow prosperous businesses.				
❑	a. Purchase, restore and resell commercial property, especially in the villages of Hunter and Tannersville, with an optimally functioning “Main Street” vision in mind	•		
	b. Assist small business owners with business plan implementation	•		
	c. Partner with local financial organizations to offer affordable financing for start-up businesses	•		



The Hunter Foundation - 2020 Strategic Plan

Hunter Foundation - 2020 Strategic Plan ANNUAL ACTION AND IMPLEMENTATION MATRIX – 2013-2014 ❖ = Priority Action

	Action	Implementation Steps	Time Frame	Partners	
	d. Advocate for high speed data transmission services to enable home-based employment	•			
• Goal 2: Support community development activities that reinforce the Mountaintop as a four season recreation and vacation community, creating a unique sense of place that sustains the beauty and character of the Town.					
	a. Work with the Village of Tannersville to improve Rip Van Winkle Lake area and make it a viable community resource	•			
	b. Continue to provide the paint program which helps to define a unique sense of place	•			
	c. Coordinate “Main Street” improvement programs addressing walkability (sidewalks, crosswalks accessibility), landscaping and tree planting, benches, lighting, banners and seasonal flowers among others	•			



The Hunter Foundation - 2020 Strategic Plan

Hunter Foundation - 2020 Strategic Plan ANNUAL ACTION AND IMPLEMENTATION MATRIX – 2013-2014 ❖ = Priority Action

	Action	Implementation Steps	Time Frame	Partners	
	d. Provide façade improvement programs for commercial structures	•			
	e. Assist to improve the gateways to the Town	•			
	f. Identify sources to improve or provide way-finding signage	•			
	g. Work with the Villages, Town, Greene County, surrounding communities and organizations to assess the need for various community service programs	•			
Goal 3: Offer housing services that enable residents to live in a safe and affordable community.					
	a. Assist single family property owners to rehabilitate their homes	•			
	b. Assist rental property owners to create affordable rental units	•			



The Hunter Foundation - 2020 Strategic Plan

Hunter Foundation - 2020 Strategic Plan ANNUAL ACTION AND IMPLEMENTATION MATRIX – 2013-2014 ❖ = Priority Action

	Action	Implementation Steps	Time Frame	Partners	
	c. Seek funding for rental assistance	•			
	d. Work to identify and replace aging mobile homes	•			
	e. Provide homeownership grants to eligible residents to close the gap in financing homes	•			
	f. Provide homeownership counseling for prospective homeowners	•			
Goal 4: Provide support to communities and organizations in the Town of Hunter and throughout the Mountaintop.					
	a. Determine the program administration needs of the Town and Villages	•			
	b. Provide program development and grant writing services for projects in the Town	•			



The Hunter Foundation - 2020 Strategic Plan

	c. Administer programs funded through the Town	•			
	d. Provide services and support to communities surrounding the Town of Hunter	•			
	e. Serve on community planning committees	•			
Goal 5: Build a cooperative community and strengthen its identity as creative place with all desired community services.					
	a. Work with Town and/or Villages to develop programs for park, trails and recreation in the Town of Hunter beginning with a recreation Plan	•			
	b. Help communities to gain community input for community planning and needs identification	•			
	c. Target services to address the needs of the rapidly expanding base of seniors	•			

Goals & Actions

Goal 1: Support locally owned small businesses to grow prosperous businesses.

- a. Purchase, restore and resell commercial property, especially in the villages of Hunter and Tannersville, with an optimally functioning “Main Street” vision in mind
- b. Assist small business owners with business plan implementation
- c. Partner with local financial organizations to offer affordable financing for start-up businesses
- d. Advocate for high speed data transmission services to enable home-based employment

Goal 2: Support community development activities that reinforce the Mountaintop as a four season recreation and vacation community, creating a unique sense of place that sustains the beauty and character of the Town.

- a. Work with the Village of Tannersville to improve Rip Van Winkle Lake area and make it a viable community resource
- b. Continue to provide the paint program which helps to define a unique sense of place
- c. Coordinate “Main Street” improvement programs addressing walkability (sidewalks, crosswalks accessibility), landscaping and tree planting, benches, lighting, banners and seasonal flowers among others
- d. Provide façade improvement programs for commercial structures
- e. Assist to improve the gateways to the Town
- f. Identify sources to improve or provide way-finding signage
- g. Work with the Villages, Town, Greene County, surrounding communities and organizations to assess the need for various community service programs

Goal 3: Offer housing services that enable residents to live in a safe and affordable community.

- a. Assist single family property owners to rehabilitate their homes
- b. Assist rental property owners to create affordable rental units
- c. Seek funding for rental assistance
- d. Work to identify and replace aging mobile homes
- e. Provide homeownership grants to eligible residents to close the gap in financing homes
- f. Provide homeownership counseling for prospective homeowners

Goal 4: Provide support to communities and organizations in the Town of Hunter and throughout the Mountaintop.

- a. Determine the program administration needs of the Town and Villages
- b. Provide program development and grant writing services for projects in the Town
- c. Administer programs funded through the Town
- d. Provide services and support to communities surrounding the Town of Hunter
- e. Serve on community planning committees

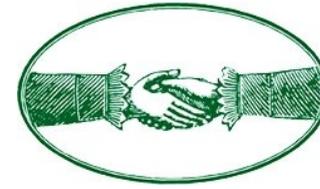
Goal 5: Build a cooperative community and strengthen its identity as creative place with all desired community services.

- a. Work with Town and/or Villages to develop programs for park, trails and recreation in the Town of Hunter beginning with a recreation Plan
- b. Help communities to gain community input for community planning and needs identification
- c. Target services to address the needs of the rapidly expanding base of seniors

Matt Leach
Elana Patterson
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Jane Lucas
Elizabeth Showers Mann



Deborah Royce
Peter Finn
Elizabeth Mann
Loring (Skip) Pratt



The Hunter Foundation 2020 Strategic Plan

Introduction

In the spring of 2013, The Hunter Foundation undertook a five month strategic planning process to outline a vision for the organization through 2020. Our board and staff believe that the plan is critical to our long-term success. It gives us an opportunity to review where the Hunter Foundation is at this point in its development, identify where we would like it to be in the future and identify the steps to get us there.

The process included three components: First, through a survey, two community workshops and meetings with Board Members, past Board members and staff we assessed perceptions of the Hunter Foundation and gathered suggestions for improving existing current programs and identifying future needs and opportunities in the communities we serve. Second, through board/staff workshops we reviewed the Hunter Foundation’s current programs, organization’s strengths and shortcomings that influence our ability to meet our goals in the future. Third, we constructed a multi-year strategic plan that includes a vision statement, goals and actions that will be monitored, modified and updated to track the Hunter Foundation’s yearly performance as we move into the future. **The strategic plan reaffirms the Hunter Foundation’s current work, while making important decisions about how to improve, enhance, and expand those efforts.**

The Hunter Foundation
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(518) 589-5050

Vision Statement

“The Hunter Foundation serves the Town of Hunter by working with area businesses, individuals and not-for-profits to develop community and a sense of place through “Main Street” revitalization, residential assistance and creative planning for a livable, walkable and vacation-worthy region.”

Hunter Foundation Goals

1. Support locally owned small business owners to grow prosperous businesses.
2. Support community development activities that reinforce the mountaintop as a four season recreation and vacation community, creating a unique sense of place that sustains the beauty and character of the Town.
3. Offer housing services that enable residents to live in a safe and affordable community.
4. Provide support to communities and organizations in the Town of Hunter and throughout the Mountaintop.
5. Build a cooperative community and strengthen its identity as a creative place with all desired community services.

The Hunter Foundation - 2013 Organization Strategic Plan

History of the Hunter Foundation

The Hunter foundation was founded by concerned community members in 1997 as a nonprofit organization dedicated to improving the Town of Hunter (including the Villages of Tannersville and Hunter). The initial focus was on the most visible part of town, namely the Route 23A corridor (also known as Rip Van Winkle Trail). The ongoing programs focus on purchasing, renovating and selling residential and commercial properties at or below cost or aiding others in upgrading their property.

We strive to beautify Route 23A by providing attractive housing for local residents and by making renovated space available to businesses, **and our projects always remain on the tax rolls at full assessed valuation.** To date the Hunter Foundation has significant success, including assisting in the rehabilitation of over 100 homes and 35 businesses in the Town of Hunter and (through specific programs) in the neighboring towns.

Our organization is responsible for local economy impact of over \$12.0 million. We focus on providing jobs and work to local contractors, and help create local businesses. The organization is led by a Board of Directors who represent a mix of full and part time residents and includes prominent business leaders and individuals whose families have been in Hunter for many generations.

Survey Results

Over 120 survey respondents described the Hunter Foundation as: community minded, good for the community, vital, generous, leaders, ambitious, much needed and well meaning. They recommended that the Hunter Foundation focus on the following Mountaintop needs: Main Street revitalization, small business assistance, housing rehabilitation, home ownership assistance, facade improvement programs and development of recreation facilities and fields.

Research and Analysis

The Hunter Foundation Board began the strategic planning process by scanning the Mountaintop communities to learn about their status and current needs. This process included evaluating census data, education trends and community plans. Growth in our mountaintop communities has been slow (+1%). There has been significant population expansion in our focus areas in the Village of Tannersville (+20%) which is explained, in part, by the development of forty new owner housing units and fifty new renter units. A high vacancy rate (+60%) reflects the significant second-homeowner base in the Town. The three school districts serving our Mountaintop all face declining enrollment. The projected change in the Hunter-Tannersville school district is of great concern, reflecting a loss of over 100 students from an enrollment of 407 students in 2010. The Town of Hunter is also growing poorer. In 2010 seventeen percent of residents live in poverty, and over sixty percent are low/moderate income, potentially qualifying for State and federal housing assistance.

Community Workshops

Two community workshops were conducted in Tannersville and Windham. Participants were asked to describe the things they appreciate about the mountaintop and the things they would like to change.

The things our partners love include: small town character, friendly community, safety, outdoor recreation, four seasons, scenic beauty and rural character, great restaurants, great schools, great place to raise a family and retire, arts and culture, history and heritage, simple and peaceful life, clean air and clean water, access to state and city lands, convenience to urban areas, music events, and an array of volunteer services.

Participants would like to change the following things about the Mountaintop: improve gateways, signage and streetscapes, emphasize code enforcement, create a brand identity, be a year round resort destination with stable jobs, increase events, increase activities for young people, improve cellular coverage, improve pedestrian linkages, plan to meet the needs of seniors, and provide affordable housing.

Strengths, Weaknesses, Opportunities and Threats

Our Strengths: Track record, positive impact, multiple successful projects, value of Main Street in Tannersville, community building, stability, functioning structure, partnership with long time funders, foundations complement each other, commercial assistance, great staff and office space.

Our Weaknesses: Community may lack awareness of programs, need to improve image, confusion about our vision, challenge to sell property, resistance to change, need to involve schools and students and reach parents, challenge to make homes affordable to low and moderate income people, confusion between Hunter Foundation and Catskill Mountain Foundation, and a concern that new businesses might be “too high end.”

Our Opportunities: Development of other towns like Saugerties may have spill-over effect, we are more rural and that compliments other communities and gives options, trends toward local food (farm to table movement), walkable community, creative placemaking, strengthen existing commercial businesses, have the “through traffic,” have weekend traffic, planned antiques mall, telecommuting possible for Hunter and Tannersville, seniors are living longer and healthier/but may have transportation challenges, writing grants (could expand to do for towns), historical society, resources and time, surroundings (recreation activities – hiking, biking and more events.)

Our Threats: Recurring property vandalism, misunderstanding of what we do, few funding sources, overall less grant money available, dependent upon success of grantwriter, communication with older population, on-line world is more challenging and demanding, donor base has shrunk and donors are being asked to fund competing events, lack of marketing and promotion, partnerships strengthened with local government, lack of a consistent source of funding.