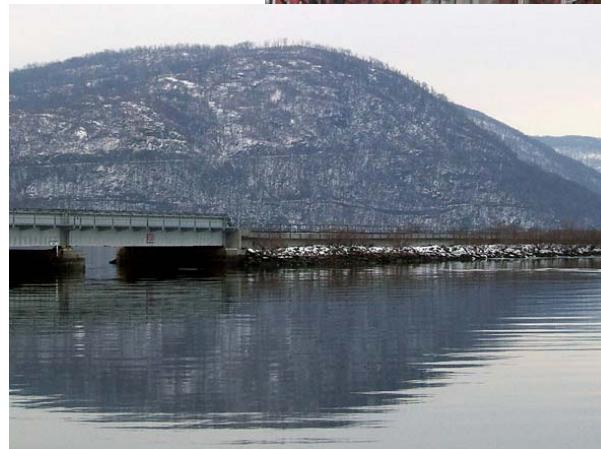
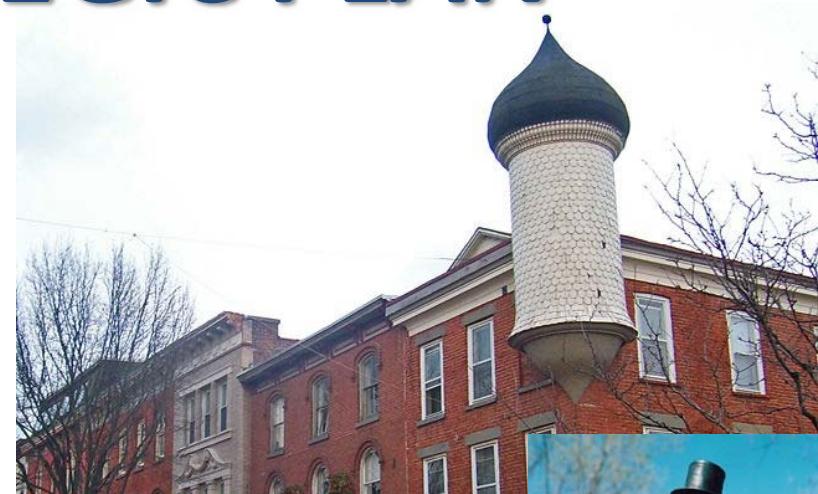


# A CULTURAL HERITAGE TOURISM STRATEGIC PLAN

## FOR PEEKSKILL, NY

*City Council  
Presentation  
August 8, 2011*



**CULTURAL HERITAGE  
TOURISM STRATEGIC  
PLAN**

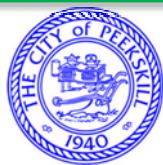
**FAIRWEATHER  
CONSULTING**  
SPECIALISTS IN STRATEGIC CHANGE

**Shepstone**  
Management Company  
Planning & Research Consultants

Pete  
Mathieu  
& Associates

# AGENDA:

1. Review of Implementation & Economic Impact
2. Potential Opportunities
3. Alternative Implementation Approach



# Implementation:

- **City takes the lead, retaining consultant to implement strategy**
- **Evaluate progress after 3 years**

Work Plan for Peekskill's Cultural Heritage Tourism Strategy

ACTIVITY	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Build & Maintain Events Calendar						
Coordinate Marketing & Promotions with County Tourism						
Heritage Trail Design & Implementation						
Work with City on regulatory changes for B&Bs & Galleries						
Create Events & Packages working with County Tourism			⚠	⚠		
Monitor Results via Web & Other Criteria						
Evaluation			■			
Integrate Completed Capital Projects into Programming						
Secure Private Sector Support based on results						



= Signature Event



# The Business Plan:

## Business Plan for Peekskill's Cultural Heritage Tourism Strategy

	Operating Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
<b>EXPENSES:</b>						
<b><u>Personal Services in Hours</u></b>						
Events Calendar	300	240	240	240	240	240
Coordination of Marketing & Promotions	120	120	120	120	120	120
Trail Design & Implementation	40	160	48	48	48	48
Creating Events & Packages	140	300	240	240	240	240
Monitoring Results	120	92	48	48	48	48
Securing Private Sector Support			104	240	240	240
Working with City on Regulatory Changes	80					
Cost at \$50/hour	\$ 40,000	\$ 45,600	\$ 40,000	\$ 46,800	\$ 46,800	\$ 46,800
<b><u>Other Expenses:</u></b>						
Digital Content/Systems for Promotion & Trails	\$ 25,000	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Printing	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Advertising/Public Relations	\$ 5,000	\$ 5,000	\$ 8,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>TOTAL EXPENSES:</b>	<b>\$ 75,000</b>	<b>\$ 75,600</b>	<b>\$ 63,000</b>	<b>\$ 71,800</b>	<b>\$ 71,800</b>	<b>\$ 71,800</b>
<b>REVENUES:</b>						
New Visitors (in visitor/days*):	5,000	10,000	20,000	30,000	50,000	50,000
Percent Change from Year 1:		100%	300%	500%	900%	900%
Sales Tax	\$ 365	\$ 730	\$ 1,460	\$ 3,345	\$ 5,925	\$ 5,925
Property Tax	\$ 2,155	\$ 4,310	\$ 8,620	\$ 19,785	\$ 35,041	\$ 35,041
Private Support/Sponsorship			\$ 5,000	\$ 10,000	\$ 15,000	\$ 30,000
<b>TOTAL REVENUES:</b>	<b>\$ 2,520</b>	<b>\$ 5,040</b>	<b>\$ 15,080</b>	<b>\$ 33,130</b>	<b>\$ 55,966</b>	<b>\$ 70,966</b>
<b>NET COST (SURPLUS):</b>	<b>\$ 72,480</b>	<b>\$ 70,560</b>	<b>\$ 47,920</b>	<b>\$ 38,670</b>	<b>\$ 15,834</b>	<b>\$ 834</b>



# The Economic Impact: Results

## Summary of Economic Impacts of Full Strategy Implementation (50,000 Day Visits)

### Impact Type

	<i>Employment</i>	<i>Labor Income</i>	<i>Output</i>
Direct Effect	35.0	\$ 1,036,091	\$ 2,276,379
Indirect Effect	1.5	\$ 78,213	\$ 246,872
Induced Effect	2.1	\$ 99,332	\$ 312,851
Total Effect	38.6	\$ 1,213,637	\$ 2,836,102
			<i>Tax Revenues</i>
Sales Tax Revenues for Peekskill:			\$ 5,925
Property Tax Revenues for Peekskill:			\$ 35,041
Total, Peekskill:			\$ 40,966

Source: 2001 Minnesota IMPLAN Group, Inc.

Conservative spending numbers keep the impact lower

The IMPLAN methodology assumes much of the economic activity “leaks” out of Peekskill (Westchester County as a whole shows 46 jobs & \$4.1 million in impact)



# The Economic Impact: Potential Attraction Targets

NAICS Code	Illustrative Specialty Retail Opportunities	NAICS Code	Illustrative Specialty Retail Opportunities
451110	Athletic equipment and supply stores (including uniforms)	453220	Gift stands, permanent location
451110	Bicycle (except motorized) shops	453220	Greeting card shops
451110	Diving equipment stores	453220	Novelty shops
451110	Exercise equipment stores	453220	Seasonal and holiday decoration stores
451110	Fishing supply stores (e.g., bait)	453220	Souvenir shops
451110	Outdoor sporting equipment stores	453310	Antique shops
451110	Shoe stores, specialty sports footwear (e.g., bowling, golf, spiked)	453310	Apparel stores, used clothing
451110	Sporting goods stores	453310	Appliance stores, household-type, used
451110	Sports gear stores (e.g., outdoors, scuba, skiing)	453310	Bicycle (except motorized) shops, used
451120	Craft supply stores (except needlecraft)	453310	Book stores, used
451120	Game stores (including electronic)	453310	Clothing stores, used
451120	Hobby shops	453310	Consignment shops, used merchandise
451120	Magic supply stores	453310	Flea markets, used merchandise, permanent
451120	Toy stores	453310	Furniture stores, used
451130	Fabric shops	453310	Music stores (e.g., cassette, instrument, record, tape), used
451130	Needlecraft sewing supply stores	453310	Rare manuscript stores
451130	Sewing supply stores	453310	Record stores, used
451130	Upholstery materials stores	453310	Second-hand merchandise stores
451140	Music stores (i.e., instrument)	453310	Sporting goods stores, used
451140	Musical instrument stores	453310	Thrift shops, used merchandise
451140	Piano stores	453310	Used bicycle (except motorized) shops
451211	Book stores	453310	Used merchandise stores
451211	Religious book stores	453910	Pet shops
451212	Magazine stands (i.e., permanent)	453920	Art auctions
451212	News dealers	453920	Art dealers
451220	Music stores (e.g., cassette, compact disc, record, tape)	453920	Art galleries retailing art
451220	Record stores, new	453920	Galleries, art, retail
453110	Florists	453998	Art supply stores
453210	Stationery stores	453998	Auction houses (general merchandise)
453220	Balloon shops	453998	Calendar shops
453220	Card shops, greeting	453998	Candle shops
453220	Collectible gift shops (e.g., crystal, pewter, porcelain)	453998	Collector's items shops (e.g., autograph, card, coin, stamp)
453220	Craft (except craft supply) stores	453998	Flag and banner shops
453220	Curio shops	453998	Religious goods (except books) stores
453220	Gift shops		

NAICS Code	Illustrative Amusement/Recreation Opportunities
713990	Boating clubs
713990	Canoeing, recreational
713990	Carnival ride concession operators (i.e., supplying and servicing in others' facilities)
713990	Dance halls
713990	Discotheques (except those serving alcoholic beverages)
713990	Fishing clubs, recreational
713990	Fishing guide services
713990	Fishing piers
713990	Guide services, tourist
713990	Kayaking, recreational
713990	Mountain hiking, recreational
713990	Nightclubs without alcoholic beverages
713990	Observation towers
713990	Outdoor adventure operations (e.g., white water rafting) without accommodations
713990	River rafting, recreational
713990	Rowing clubs, recreational
713990	Saddle horse rental services, recreational
713990	Sailing clubs without marinas
713990	White water rafting, recreational
713990	Yacht clubs without marinas

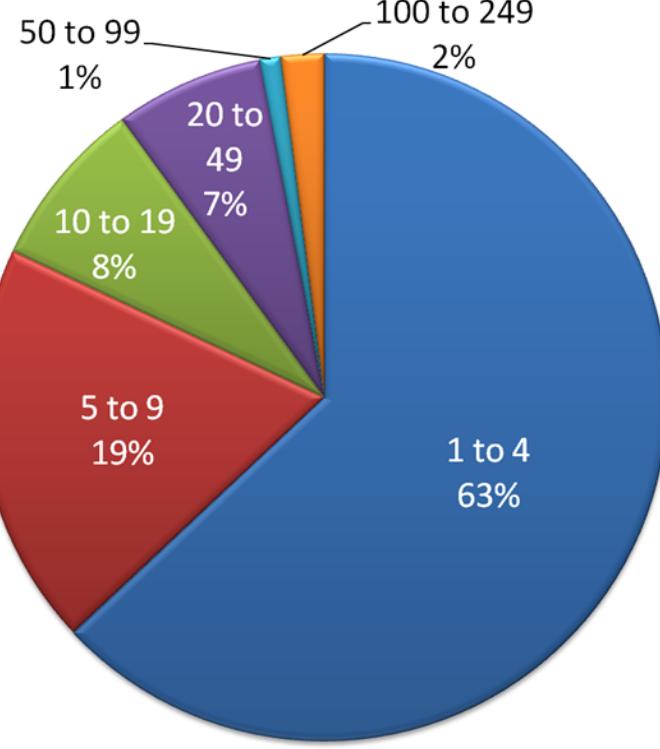
NAICS Code	Illustrative Lodging Opportunities
721110	Hotels (except casino hotels)
721110	Motels
721110	Tourist lodges
721191	Bed and breakfast inns
721110	Health spas (i.e., physical fitness facilities) with accommodations

# The Economic Impact: 5 to 10 Businesses

If it is assumed that the impact of the plan would be 40 net jobs, that is roughly the equivalent of supporting up to 10 downtown businesses

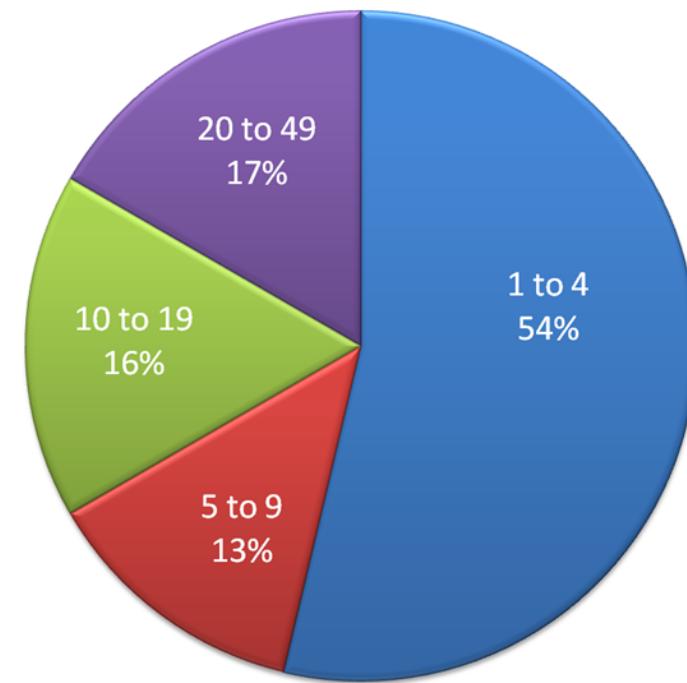
## Retail Establishments by # of Employees, 2008

**10566 ZIP Code**  
Source: US Census Bureau, ZIP Business Patterns



## Accommodation & Food Services Establishments by # of Employees, 2008 10566 ZIP Code

Source: US Census Bureau, ZIP Business Patterns



# Alternative Approach to Implementation:

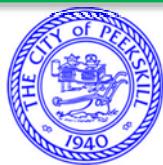
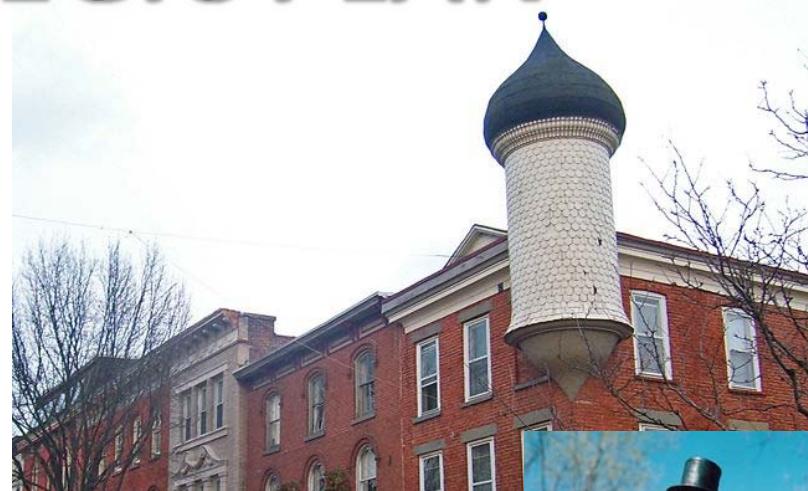
- Encourage the creation of the City-wide events calendar in the first year of implementation
  - devoting some staff time to assist the efforts now underway by the BID and others to create such a calendar
- Encourage the creation of one “signature” event by Year 3
- Work with sponsoring organizations to carefully monitor the attendance at the events on the calendar and at the signature event
- Set a goal of a total of 10,000 visitors at the initial “signature event.”
  - sponsors of other events could report on attendance over the previous three years, with the expectation that growth in attendance should track closely to the increases projected in the business plan (e.g., 100 percent increases each year)



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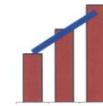
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**Pete  
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