



City of Peekskill

Cultural Heritage Tourism Strategic Plan



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Executive Summary

Creating the Cultural Heritage Tourism strategic plan was an eight-month process involving an assessment of market trends, an analysis of Peekskill's Cultural Heritage Tourism attractions and stakeholder outreach and public engagement.

In accordance with the City's desire to involve the public and incorporate the ideas of the major stakeholders, five meetings were scheduled and conducted during October and November 2010 and an interactive public website was created. The initial meeting was held on October 4th with the Peekskill Common Council during their regularly scheduled workshop meeting. Following this, there were two meetings on October 19th for interested business-owners, not-for-profits, and other entities invested in Peekskill's revitalization. Also on October 19th, a session involving the City of Peekskill professional staff was conducted at City Hall. The final meeting on November 4th was specifically for maritime stakeholders, and included businesses/entities that were particularly interested in Peekskill's waterfront development.

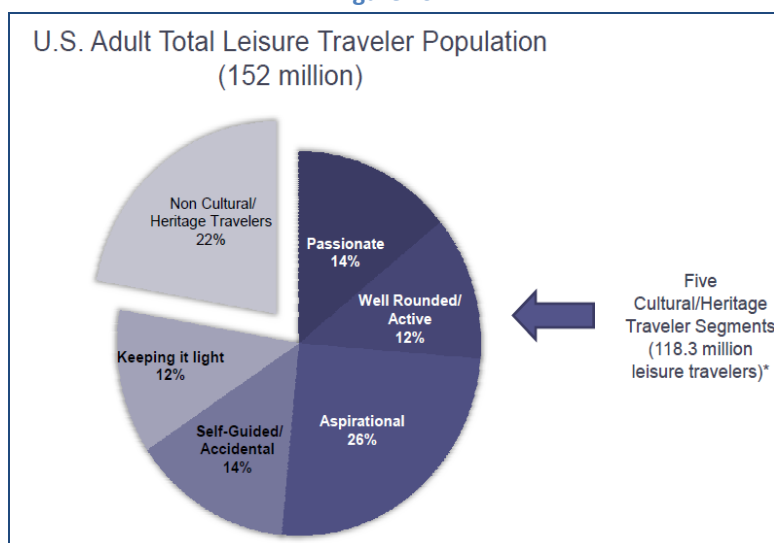
The inventory and analysis of the City's cultural heritage assets can be found in the full project report. It provided the foundation to assess Peekskill's ability to compete in the cultural heritage tourism market. This was complemented by an analysis of national and local trends in cultural heritage tourism.

Market Analysis

National Cultural Heritage Tourism Trends

A cultural/heritage traveler is "a person who travels to experience the places, people, activities, and things that authentically represent the past and present, including cultural, historic, and natural resources," ("The Cultural and Heritage Traveler," 2009, pg. 11). This broad definition includes the traditional understanding of a historic tourists (families visiting history museums, Civil War enthusiasts visiting battlefields), but expands it to include out-of-townners attending local farmers' markets, hikers in national parks, and shoppers hoping to experience the "essence" of an area. As shown in Figure ES-1, the research has identified five distinct segments of cultural heritage travelers. Three of these segments are logical

Figure ES-1.



Source: Mandala Research, *The Cultural & Heritage Traveler*, August 2009

targets for Peekskill's heritage tourism strategy.

Passionate cultural/heritage travelers comprise 14% of all leisure travelers. These tourists are the most likely to actively pursue cultural and heritage-related activities such as museums, historic locations, town tours, etc.

Well-rounded/active tourists are 12% of all leisure travelers, and represent those people who are open to all varieties of activities during their trip (including cultural/heritage activities). Another 14% of travelers are

Keeping it light cultural/heritage travelers (12% of travelers) do not actively seek out cultural/heritage activities, but will naturally participate in enjoyable "art, cultural, and musical events," where available. Keeping it Light cultural heritage tourists comprise 34.9% of Peekskill's primary market area, and 23.3% of their secondary market area.

The analysis looked at the presence of these segments in three geographic areas:

The Primary Market Area (PMA) in this instance may be defined by the City itself and surrounding environs, where the existing population is already naturally drawn to the City for employment, shopping, services and recreational activity. This may be defined in Peekskill's case as the population within 15 minutes driving time who live in or regularly do business in or visit Peekskill.

The Secondary Market Area (SMA) may be defined as those areas within 15-30 minutes of Peekskill. These households can be solicited from time to time to shop, dine or recreate in Peekskill on special occasions or for special events.

The Tertiary Market Area (TMA) may be defined as those areas within 30-60 minutes of Peekskill, whose households could be attracted there for day trips spent visiting attractions, doing special shopping or taking advantage of unique dining opportunities. This includes most of New York City and the metro area, as well as some smaller population centers to the east, west and north (e.g., Danbury, Poughkeepsie, Middletown).

As shown in the table below, altogether, the three categories with identifiable and viable cultural/heritage tourism segments encompass about 1.5 million households in the combined market areas within 60 minutes, as the following table summarizes, which is a huge market for a small city. Additionally, there is a New York City visitor market (VMA) of nearly 700,000 households that can be tapped for Peekskill side trips. The key to maximizing this potential will be packaging of attractions so they can appeal to all three categories.

Table ES-1.

Market Area Segmentation – All Viable Segments										
Traveler Segment	Tapestry Segments	PMA			SMA			TMA		
		HH's	%	Index	HH's	%	Index	HH's	%	Index
Passionate	Urban Chic Connoisseurs Top Rung	6,713	14.1%	429	63,978	24.2%	792	406,781	8.1%	291
Well Rounded / Active	Wealthy Seaboard Suburbs	8,971	18.8%	1365	50,848	19.2%	1392	315,513	6.3%	457
Keeping It Light	Pleasant-Ville City Lights In-Style	16,589	34.9%	798	61,679	23.3%	607	827,854	16.7%	806
Sub-totals / Averages		32,273	67.8%	879	176,505	66.7%	900	1,550,148	31.1%	600
Passionate	VMA	N/A	N/A	N/A	N/A	N/A	N/A	680,380	N/A	N/A
Totals / Averages		32,273	67.8%	879	176,505	66.7%	900	2,230,528	N/A	N/A

The Core Idea: Surprising Peekskill

Linking diverse target market segments to Peekskill's diverse cultural heritage assets

As discussed in the description of the strategic planning process, to define the “core idea” is to identify the unique and inherent truth about a place which differentiates it from its competition in ways which are meaningful and persuasive to the target audience.

The research and analysis of Peekskill's cultural heritage tourism assets and its potential target market segments revealed that City has a great diversity in its assets and can also reach at least three distinct segments among cultural heritage tourism travelers. Thus, the core idea of the strategy involves connecting Peekskill's diverse target market to the diversity of the City's offerings. We summarize that approach through the theme “Surprising Peekskill.”

Why “Surprising Peekskill?” The theme draws people's attention to the fact that they are not aware of the full diversity of the City's offerings. It also provides a unifying theme under which a variety of offerings can be packaged for a variety of audiences.

If “Surprising Peekskill” is used as the tagline for the strategy, it could provide a preface for every effort to reach each of the distinct target markets. Campaigns targeting the three separate cultural heritage tourism target markets can be unified under that tag line as illustrated with the following hypothetical examples:

- For Passionate Cultural Heritage Travelers: Surprising Peekskill: the home of the Washington/Lincoln Heritage Trail (a “serious” heritage experience)
- For Well-Rounded Cultural Heritage Travelers: Surprising Peekskill: the best kayaking on the Hudson (a recreational activity that can draw this segment into the City where they can discover its other offerings)
- For the Keeping it Light Cultural Heritage Traveler: Surprising Peekskill: join the Fun at the Peekskill Celebration (providing these travelers with the “fun” experiences they seek)

Thus, the strategy can pursue these distinct niches but still communicate a consistent image and message using the “Surprising Peekskill” theme.

The Strategy

The primary purpose of the Cultural Heritage Tourism Strategic Plan is to maximize the return to the City of Peekskill on its cultural heritage assets, including its waterfront. By return, we mean income generated for Peekskill businesses and well as increases in tax revenues and the tax base for City government. This is accomplished through one factor: increased visitation to the City’s cultural heritage attractions, both by visitors as well as local residents. The strategy seeks to accomplish this by strengthening the connections between Peekskill’s cultural heritage assets to provide more compelling visitor experiences and by increasing the visibility of these packages of assets to the target market segments identified in the market analysis.

As discussed above, the core idea of the strategy (summarized as “Surprising Peekskill”) involves using the diversity of offerings the City either has already or could develop to assemble various “packages” of offerings to appeal to the three major cultural heritage tourism segments, along with local residents, thereby dramatically expanding the potential audience for the City’s cultural heritage tourism segments.

The Approach: a Multi-Year Campaign

The essence of Peekskill’s Cultural Heritage Tourism Strategic Plan is packaging and promoting the assets the City already has while incorporating other assets into promotions as they come on line (e.g., the scheduled waterfront investments, Lincoln Plaza, etc.). This will require a sustained multi-year effort to launch the strategy and then to configure the organizational infrastructure required to sustain it. It is our recommendation that the strategy be initiated through a 3-year campaign organized around the “Surprising Peekskill” theme. As will be described in the implementation section, this will involve a three-year financial commitment of approximately \$225,000 in total or \$75,000 per year. These resources will be required to support the packaging, promotion and coordination efforts necessary to attract the target market segments to Peekskill. As will be discussed in the implementation section, we expect the City itself to play a major role in funding the initial 1 to 3 years of this effort. We also recommend that the effort be structured in such a way as to encourage and secure private sector support for this effort both to defray the costs to the City but also to ensure active private sector participation in shaping and supporting the projects and programs that will arise from this strategic plan.

Tactics

This section outlines a series of recommendations or tactics to implement this strategy. They are grouped into three categories: building visibility, enhancing existing assets and creating new assets through major long-term capital improvements that strengthen the visitor experience in Peekskill.

Building Visibility

This group of tactics is geared to improving awareness of Peekskill's assets among the target market segments. It includes the following:

Creating an Events Calendar

The Calendar would be the most comprehensive expression of the core idea of "Surprising Peekskill," demonstrating the diversity of offerings available in the City. It should also serve as the foundation for Peekskill's media plan, providing the subject matter for the individual press releases and other vehicles that will serve as the major forms of outreach to the media and public under the "Surprising Peekskill" theme.

Establishing a Media Plan

As indicated above, the City's events calendar is the centerpiece of this plan. Press releases announcing each event on the events calendar would be sent to media outlets in Primary and Secondary Market areas.

Coordination with Westchester County Tourism

As indicated above, the media outreach by Peekskill associated with each event on the events calendar would consist of a web presence and releases to news media in Primary and Secondary Market Areas as defined in the market analysis (essentially, Peekskill and the greater Westchester County area). It is also important that these events be promoted to the Tertiary Market area (i.e., New York City and beyond). This aspect of the media plan should be closely coordinated with Westchester County Tourism.

Highlighting and Enhancing Promotional Efforts of Event Sponsors

It must be noted that this media outreach is not intended to replace the advertising and promotion normally done by sponsor of such events as the Peekskill Celebration, First Fridays, etc. Indeed, it is expected that event sponsors will conduct their own promotion and marketing efforts.

Engaging Visitors through Web-based and SmartPhone-based Applications

As indicated above, this media plan would seek to engage visitors and potential visitors through traditional outreach to the news media. But thanks to advances in technology, there are other opportunities to use digital technology to reach Peekskill's target market segments. For example, interpretive materials available to visitors at historic sites and trails have traditionally been provided through rack cards, brochures and maps. Increasingly such on-site interpretation is being shifted to digital applications available to the visitor through the Web or through their cell phones. We recommend that, to the greatest extent possible, Peekskill use this approach when preparing and/or disseminating interpretive materials. This has the same advantages as the use of digital materials in the general media outreach: it provides the material in a format that is increasingly sought by cultural heritage travelers. It also provides opportunities to gather

better information about visitors and their preferences so that the City and other cultural heritage stakeholders can better meet their needs.

Capturing Existing Brand Equity through “Signature” Events

One of the keys to raising the visibility of Peekskill is to emphasize existing events and initiate several new events that enable the City to build upon strong brand equities that the City has at its disposal. This could include the following:

- *Peekskill International Crayola Art Festival*
- *Fleischmann’s Yeast Greater Hudson Valley Bake Off*
- *George Washington Festival*
- *Lincoln Day Celebration*
- *Peekskill Celebration/Maritime Festival:* The Peekskill Celebration already draws over 20,000 people to the waterfront each year and is a model event for this strategy.
- *Ethnic Heritage Celebrations:* Peekskill’s ethnic diversity makes it a prime candidate for successful ethnic heritage celebrations. The Hudson Valley Irish Fest and last year’s initial Italian Fest both drew thousands of visitors, indicating the potential for similar types of celebrations.
- *Races:* Competitive running, bike races or kayaking are natural draws for the Well-Rounded Active cultural heritage tourism travelers

Packaging Peekskill’s Assets

As was discussed in the assessment of assets, Peekskill’s attraction as a cultural heritage site can be significantly enhanced if its diverse assets can be grouped in packages that appeal to each of the target market segments. The section on assessment of assets outlines the various ways in which these packages can be constructed. The next step would be to create promotional materials (e.g., brochures, rack cards, with special emphasis on a web presence) that describe these packages of related assets and the type of experiences they can provide for each target market segment.

Enhancing Peekskill’s Cultural Heritage Experience

In addition to improving the visibility of Peekskill’s assets, it also recommended that the City take several steps to improve the visitor’s experience of what the City has to offer. This includes several specific recommendations to enable visitors to the City to more easily find and experience cultural heritage attractions throughout Peekskill.

The Targeted Use of Heritage Trails

These can link similarly themed assets in walking and/or driving trails. As mentioned earlier in this report, it is recommended that these interpretive trails be created using traditional maps and signage, but also by employing web-based and smartphone-based digital applications. This has the potential to provide a rich, multi-media interpretation for visitors. It also provides the City with a means to gather data on visitors to better understand their interests and provide an even better experience for visitors over time. The New Media Group (www.newmediagroup.org), a student club at the Center for Digital Media at Westchester Community College has expressed an interest in preparing such materials for Peekskill's heritage trails. Information about the Center and its interest is included in the appendices to this report.

The potential exists for trails involving several themes:

- George Washington and the American Revolution
- Abraham Lincoln and the Civil War (including the Underground Railroad)
- Peekskill's Industrial Past
- "Creative Peekskill" linking the Hudson Valley Center for Contemporary Art, local galleries, and "the Yellow Brick Road" associated with L. Frank Baum in an exploration of Peekskill's role in arts and innovation in the United States.

Allowing Bed & Breakfast Establishments

Allowing B&B's in the City to supplement its only hotel will help alleviate a key weakness in Peekskill's ability to host cultural heritage tourism, while providing economic opportunities for homeowners in the City.

Creating Incentives for First-floor Art Galleries

One of the constraints facing Peekskill is the lack of first-floor gallery space in the downtown area. low-cost loans from the New York Main Street program may provide artists with an affordable means for creating "live/work" space in the downtown area. In addition, it may be possible to create artist "coop" space in the City whereby gallery space is shared by a cooperative of artists.

Strengthening Linkages through Shuttle bus service

Another approach to enhancing the visitor experience is to link the downtown and waterfront through the use of shuttle bus services during events. This has been successfully implemented during the Peekskill Celebration and should be implemented on a trial basis at other "signature" events.

Major Capital Improvements

The final set of tactics to implement the Peekskill Cultural Heritage Tourism Strategic Plan is to undertake major capital improvements that expand, upgrade or strengthen the connections among

Peekskill's Cultural Heritage Tourism assets. They are listed below and described in detail in the full report.

- Waterfront Trail
- Lincoln Plaza & Lincoln Visitor Center
- Improved Tourboat Accommodations
- Riverfront Green Enhancements
- Fleischmann's Pier Renovation
- Central Avenue Improvements

The Work Plan

Implementation of the Cultural Heritage Strategic Plan should be done in a manner that allows for careful evaluation and monitoring of its results, while providing the City with the flexibility to alter or even abandon the effort with relative ease. Consequently we recommend a two phase process for implementation: initiation and evaluation & institutionalization. Project initiation would involve three years during which the major initiatives of the strategy would be launched. Following that third year, the strategy would be evaluated and, as necessary, modified and even abandoned should the situation warrant it. If the decision is made to continue the effort, then this phase would involve institutionalization of the Cultural Heritage Strategic Plan. During this phase, the responsibility for the Strategic Plan would be permanently housed in an appropriate organization, creating a permanent public/private partnership to sustain the effort indefinitely.

Phase 1: Initiation

The first phase of the initiation would involve a three-year, \$220,000 commitment by the City of Peekskill to the Strategic Plan. The City would use these funds to retain a consulting organization to oversee the strategy implementation for three years with a contract that was annually renewable.

The use of a consultant would enable the City to undertake this effort with maximum flexibility, devoting significant resources to the effort, but, at the same time retaining the ability to alter or end the effort as circumstances warrant. Once retained, the consultant would undertake a work plan involving implementing the tactics described in section above. Figure V-1 summarizes how that work would proceed. At the end of the three year engagement, the consultant would be expected to provide a report evaluating the strategy's success to date and providing recommendations on how to proceed at that point.

Phase 2. Evaluation & Institutionalization

After year 3, the City needs to decide whether to continue the Cultural Heritage Tourism strategy and, if so, in what form. The project consultant would provide a report to the City Council on attainment of the activity-based and outcome-based metrics, an overall assessment of the strategy's performance against those metrics. The report would include recommendations for the approach to continue the strategy, if

merited. This would address the long term organizational infrastructure required to support the strategy.

If the recommendation was made to continue, the activities of the strategy would be organized under the aegis of a not-for-profit organization that would have the capacity to be engaged by the City under contract to continue the work of the strategy as well as to receive grants and tax-deductible contributions from the private sector to support the work of the organization. Depending upon the needs of the organization at that time, it could be created as a 501-c-3 educational organization or a local development corporation. The key would be to establish a working board of directors with strong ties to Peekskill's cultural organizations and hospitality sectors.

The Business Plan

Table ES-2 provides a six-year budget for the Cultural Heritage Strategic Plan, with projected revenues

Table ES-2.

Business Plan for Peekskill's Cultural Heritage Tourism Strategy

Operating Plan						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
EXPENSES:						
Personal Services in Hours						
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
Other Expenses:						
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
TOTAL EXPENSES:	\$ 75,000	\$ 75,600	\$ 63,000	\$ 71,800	\$ 71,800	\$ 71,800
REVENUES:						
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
TOTAL REVENUES:	\$ 2,520	\$ 5,040	\$ 15,080	\$ 33,130	\$ 55,966	\$ 70,966
NET COST (SURPLUS):	\$ 72,480	\$ 70,560	\$ 47,920	\$ 38,670	\$ 15,834	\$ 834

*(e.g., one person visiting for two days constitutes 2 visitor/days)

and expenditures. It shows the level of new visitation required to be generated in order for the expenses associated with the strategy to eventually be offset by revenues in the form of business support and new tax revenues to the City. There are two critical success factors for this plan.

Aggressive growth in new visitors/days

The success of the plan requires significant growth in new visitor days. The visitor/days projected in the business plan are above and beyond Peekskill's current levels of visitation. While there are no hard and fast figures to date, it is generally known that the Peekskill Celebration draws in 20,000 spectators, the Italian Fest was able to bring in 7,000 to 10,000 visitors and that the Paramount draws approximately 50,000 to 60,000 visitors per year. The numbers in this table would represent visitors above and beyond those current levels. This would be achieved by an expanded range of events in the strategy's events calendar or by increasing visitation at existing events and institutions above current levels. To be most effective, these visitor days should represent people coming in from outside Peekskill. This isn't necessarily a hard and fast rule since Peekskill residents that attend local events often make purchases of food and goods (e.g., gifts, etc.) that they otherwise would not make. In any event, this business plan can only succeed if Peekskill is able to dramatically expand visitation.

Increase in Overnight Stays

One of the assumptions in the table is that, by year 3 of the plan, Peekskill is able to attract new overnight visitors at the rate one-half of visitors to Westchester County as a whole as revealed in the visitor survey conducted for the 2006 ROI study for Westchester Tourism. The business plan further assumes that by the 5th year of the plan, there are enough beds in Peekskill (through the construction/expansion of hotels and motels and the creation of B&Bs), so that visitors to Peekskill are just as likely to stay overnight as the Westchester County visitors surveyed in 2006. That increase in the share of overnight stays is essential to generate the spending levels necessary to support the plan.

The City of Peekskill's Major Supporting Role

This strategic plan has outlined a program for cultural heritage tourism to be implemented through a work plan undertaken by a consulting organization overseen by a local advisory board. In order for this effort to succeed, the City of Peekskill must support this program in three ways.

Seed Funding: The City of Peekskill is the single most important catalyst for this strategy. It must secure the initial \$220,000 in seed funding to launch it.

Capital Investments: It is equally important that the City complete the \$12.1 million of waterfront-related projects for which it has funding. The completion of this construction will create an important platform for the City to attract all three of the target market segments identified in this strategic plan. Tourboats and other maritime related activities will provide important attractions for visitors. Similarly, the Lincoln Plaza and Visitor Center projects are a centerpiece for holding events in the City and providing visitor orientation services that will enable visitors to appreciate important aspects of Peekskill's history and to access the diversity of offerings found here.

Lodging: The ongoing renovation of the Inn on the Hudson and the coming of the Holiday Inn Express are essential if the City is going to reap the full benefits of cultural heritage tourism. But as indicated above, even more beds are required if the City is to attract sufficient overnight stays that will provide the visitor spending necessary for the strategy's success. The City must remain committed to developing

more lodging, both by permitting B&B's to operate, and by continuing to encourage other forms of lodging that may range from hotels/motels to specialty inns.

The Impact

Table ES-3 provides an overview of the economic impact of fulfilling the business plan for the Cultural Heritage Tourism Strategic Plan. This assumes that the City would be attracting an additional 50,000 visitor days per year, with those visitors making overnight stays at the same rate as the typical visitor to Westchester County. (See the "economic impact methodology" section below for further explanation of the assumptions used in this analysis.) As shown in the table, full implementation of the strategy would produce 38.6 new jobs in the City with \$1.2 million in labor income, both stemming from an overall increase of \$2.8 million in economic activity in Peekskill. This activity in turn would produce \$40,966 in new tax revenues within the City, \$35,041 in City property taxes and \$5,925 in sales taxes within the City that would contribute to the local share of the sales tax.

If new visitation can be built to this level, the tax revenues generated would largely cover any outlay the City would have to make to support the strategy. In addition, by that point, the activity stemming from the strategy would be supporting almost 40 jobs within the City. These benefits would be supplemented by the one-time benefits associated with the capital projects associated with the strategy. The capital projects already committed to and already funded through grants and other sources would add 109 jobs during construction and add \$16 million in new economic activity within the City for the life of the construction.

Table ES-3. Summary of Economic Impacts of Full Strategy Implementation (50,000 Day Visits)			
Impact Type	Employment	Labor Income	Output
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
Tax Revenues			
Sales Tax Revenues for Peekskill:			\$ 5,925
Property Tax Revenues for Peekskill:			\$ 35,041
Total, Peekskill:			\$ 40,966
Source: 2011 Minnesota IMPLAN Group, Inc.			

Maximizing the Economic Impact: Opportunities for Peekskill

As indicated in the economic impact analysis of this strategy in Table ES-3, full implementation would produce approximately 39 new jobs and \$2.8 million in new economic activity that would result in approximately \$40,000 in new tax revenues for the City. If these numbers seem modest, it has to do with the fact that the multipliers used to create these estimates are constructed based upon the types

of businesses that are already in place in the City. That is, the multipliers measure the effect on existing buyer/supplier relationships in the City. They are unable to project whether the increased economic activity would bring in new *types* of businesses to the City so that more of these dollars would stay in Peekskill.

That limitation to the model also helps define potential opportunities for improving the economic impact of tourism spending in the City. For example, in the IMPLAN model, those sectors in which the City's multipliers are significantly lower than those for Westchester County as a whole are sectors for which purchases by consumers or by the businesses supplying those selling to consumers is currently leaking out of the City. As such the "low multiplier" sectors in Peekskill may be sectors for which a growing tourism sector could attract more such firms *or* more *suppliers* to those firms.

An examination of the IMPLAN model for the City of Peekskill (i.e., Peekskill's ZIP code), shows that there are three "low multiplier" sectors that are included in the estimates of the impact of tourism spending. These are:

- **Arts/Recreation/Amusement:** Peekskill captures only about 10% of what the County as a whole can capture in terms of the economic multiplier for these types of enterprises.
- **Specialty Retail:** Peekskill captures only 15% of the hobby, arts & sports related activity compared to Westchester as a whole.
- **Lodging:** A shortage of beds means most of the opportunity leaks out to other communities. Peekskill captures 1/3 of the economic activity as the County as a whole. (NOTE: Peekskill is relatively high compared to the County as a whole because both the City and County have relatively high leakage rates. These high rates of leakage may be due to several factors including a high proportion of chain hotels in the County and/or a low representation of linen supply companies and other businesses that serve lodging establishments in the County as a whole.)

Sectors within these industries could potentially be attraction targets for the City once it has implemented its cultural heritage tourism strategic plan. Appendix 7 provides a detailed listing of various types of businesses that are included in each of these sectors which have the potential to be attracted to Peekskill as cultural heritage tourism visitation expands in the City.

Alternative Approach: Gradual Implementation

While the implementation section of this report calls for a 3-year comprehensive approach to implementing the strategic plan, it is also possible to take a much more gradual approach. The advantage of this would be to dramatically reduce the financial commitment required of the City for implementation. The disadvantage would be the loss of concerted, larger-scale effort to build the City's heritage tourism visitation.

Under the gradual approach, the City would 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. At the same time, the City could encourage the creation of one “signature” event in the year following the creation of the events calendar to be held two years after the creation of the calendar.

In that third year, the City could work with sponsoring organizations to carefully monitor the attendance at the events on the calendar and at the signature event. As part of evaluating the effectiveness of this approach, the City could set the goal of a total of 10,000 visitors at the initial “signature event. In addition, the 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). If attendance reaches that level, it may be worth the City consider full implementation of the plan, including financing of the consultant position. If the growth in attendance does not approach the targets in the business plan, the City could maintain a gradual approach to cultural heritage tourism. This might include continuing some staff support toward the events calendar, and possible participating in a broader effort to launch a second “signature” event by the fifth year after implementation.

Contents

I.	Introduction	1
	Description of the Strategic Planning Process	3
	Stakeholder and Public Engagement	5
II.	Market Analysis	9
	National Cultural Heritage Tourism Trends	9
	Peekskill Tourism Market Analysis.....	13
III.	Asset Inventory	25
	Summary of Asset Conditions	25
	Cultural Heritage Tourism Attractions Matrix	26
IV.	Shaping the Core Idea	30
	The Core Idea: Surprising Peekskill	30
	Target Audience/Market.....	31
	Marketing Theme.....	32
	Market Location	33
	Timing.....	33
	Competitive/Persuasive Edge	34
	Marketing Methods	34
	Regional Competitors	34
V.	Mobilizing the Core Idea: Strategy, Tactics and Action Plan	36
	The Strategy	36
	The Approach: a Multi-Year Campaign	36
	Tactics	38
VI.	Implementation and Business Plan	47
	The Work Plan.....	47
	The Business Plan.....	50
VII.	Economic Impact	53
	Summary of Economic Impacts.....	53
	Economic Impacts of Visitors	55
	Maximizing the Economic Impact: Opportunities for Peekskill	58
	Economic Impacts of Individual Projects	59

Appendices.....	1
Appendix 1: Stakeholder Sessions Mapping Exercises.....	2
Session 1: Peekskill Common Council Meeting.....	2
Session 2: General Stakeholder Meeting, 10:00AM	3
Session 3: General Stakeholder Meeting, 7:00PM.....	6
Session 4: Discussion with City Staff	8
Session 5: Maritime Stakeholders Group Meeting	9
Appendix 2: Asset Inventory	13
Historical Assets	13
Cultural Assets.....	19
Maritime Assets	24
Recreational Assets	27
Appendix 3: Media Contacts	31
Appendix 4: Tour Boat Operations: Technical Requirements and Economic Impacts	33
Appendix 5: New Media Group: Interactive Design Team, Internship Opportunity	35
Appendix 6: Tax Impacts	36
State and Local Tax Impacts of Visitors.....	36
State and Local Tax Impacts of Individual Projects.....	39
Appendix 7: Potential Business Attraction Targets Identified through the Economic Impact Analysis	52
Appendix 8: Summary of Stakeholder Meeting in Response to Draft Plan	55
Appendix 9: Native American Presence in Peekskill	59
Appendix 10: Works Cited	61
Market Analysis: National Cultural Heritage Tourism Trends	61
Asset Inventory	61

I. Introduction

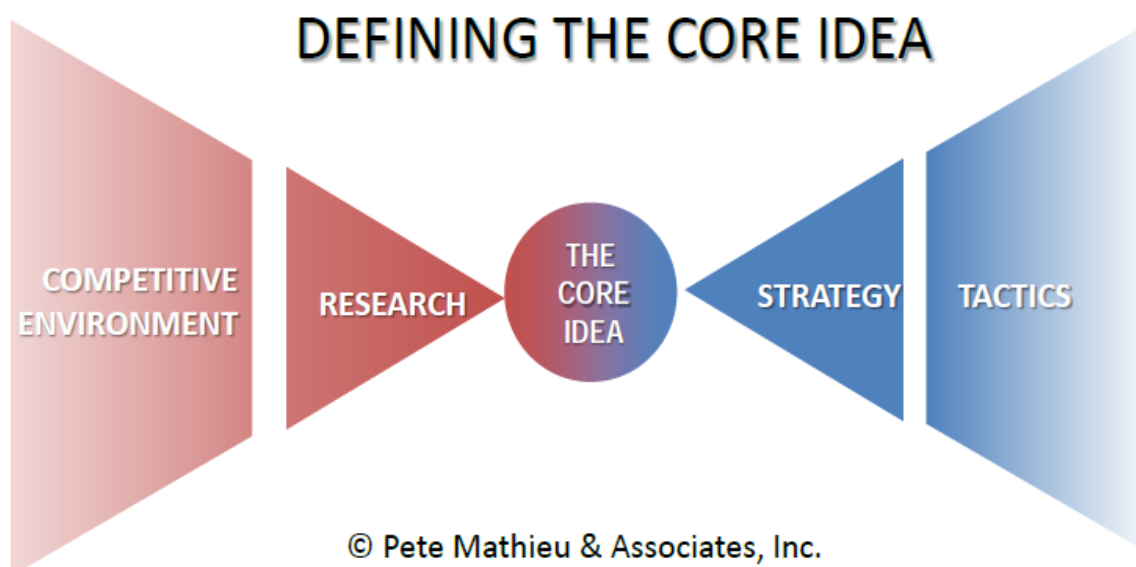
Faced with a fiscal decline in the mid 1970s, the City of Peekskill began a successful and long-term revitalization process. Initially a small community known primarily for its arts and antiques, Peekskill has evolved into a diverse and active destination with a wide array of attractions and a growing economy. The City, in conjunction with major stakeholders, has conducted a series of discrete initiatives that have reshaped Peekskill's image. These initiatives have been diverse, ranging from the creation of the Artist Live-Work District and recognition by the National Register of Historic Places, to streetscape improvements and riverfront recreation enhancements. Indeed, Peekskill has successfully completed valuable plans and proposals to improve its social and economic prospects, but as such, these projects had yet to be assembled into a single, cohesive strategy for fully capitalizing on its past success and future potential.

Purpose of the Strategic Plan & Its Approach: Creating the "Core Idea"

In order that these efforts produce the highest possible return for the City in terms of attracting visitors, jobs and investment, Peekskill recognized the need to integrate its past revitalization successes and future plans in a comprehensive approach to positioning Peekskill as a cultural heritage tourism destination. This cultural heritage strategic plan is intended to provide such an approach.

The primary function of the strategic plan is to develop a theme or core idea that completely and persuasively captures the appeal of the City as a cultural heritage tourism experience. As illustrated in the figure below, the core idea of a strategy must integrate the nature of market opportunities, the extent and nature of competition for business and define the key initiatives that Peekskill must take to attract and hold its customers in spite of the actions and efforts of competing locations.

Figure I-1.



The core idea defines the basis by which Peekskill will compete for cultural heritage tourism visitors. It brings together disparate considerations into a single approach for developing and managing the City's cultural heritage tourism experience. The core idea answers the following questions:

What are we selling? Is Peekskill selling a simple combination of amenities and sites? What are they? Or is it selling an all-encompassing experience to its intended customers, and what is that experience? This is Peekskill's persuasive theme, and it is described in the Core Idea section of this report.

To whom are we selling? Who are the target market segments that we expect to patronize the Peekskill's cultural heritage tourism offerings? The answer to this question was developed based on the Market Analysis conducted as part of this report.

Why are we selling? What about Peekskill will benefit our intended customers? If it is separate sites and amenities Peekskill is selling, why would our intended customers think this mix is better than those offered by our competitors? If it is an experience or experiences Peekskill is selling, why would our intended customers find that experience compelling? This question was considered in light of target market research and is discussed in the Core Idea section.

Where are we selling? How are we getting the word out to our intended customers? How do we position our offerings so that our intended customers are exposed to these offerings on a regular basis? This was also determined by the Market Analysis.

How are we selling? How do Peekskill's cultural heritage tourism assets deliver the benefits its intended customers want? This question involves determining how Peekskill's assets will be appropriately "packaged" to best appeal to their target audience. It is answered in part by the Cultural Heritage Tourism Matrix included in the Asset Inventory section.

Against whom are we selling? Who are the primary regional competitors from which our intended customers can get the goods, services and/or experiences similar to those offered through cultural heritage tourism in Peekskill? What can Peekskill offer that its competitors cannot offer? This question is addressed primarily in the Core Idea section.

Description of the Strategic Planning Process

Creating the Cultural Heritage Tourism strategic plan was an eight-month process involving the following steps:

Project Initiation

At the beginning of the project, Fairweather Consulting met with the project steering committee to review and finalize the scope of work and project schedule. Project initiation included a formalization of the procedures by which the Fairweather Consulting team secured logistical support from the City staff (such as the provision of key reports/documents, the arrangement of meeting space, and the production of Peekskill maps). The committee also identified the City's key stakeholders, who were included in the planning process in a series of meetings.

Assessment of Market Trends

This research was designed to assess national, regional and local trends in the cultural heritage tourism market. This information allowed Fairweather Consulting to better understand Peekskill's competitive market, determine their target audience, and identify the best geographic area on which to focus their tourism marketing. This information is synthesized in the Market Analysis section of this report.

Analysis of Peekskill's Attractions

Knowledge of the surrounding market trends provided the appropriate context in which to examine Peekskill's specific assets. This included an analysis of Peekskill's waterfront attractions, venues, and amenities—such as Fleischmann's Pier, Peekskill Landing, Riverfront Green, and the proposed maritime museum. Other assets (like the Hudson Valley Center for Contemporary Art, the Lincoln Plaza, and the Peekskill Celebration) were also considered and categorized.

Each asset was analyzed by the following criteria:

- Current/projected physical condition
- Feasible uses
- Potential users/audience
- Associated management/administrative capacity

This analysis resulted in a comprehensive listing/description of each asset (included in the appendix), and a cultural heritage tourism matrix (included in the Asset Inventory section of this report). The matrix is a visual summary of the information, which categorizes the assets by their potential audience, state of repair/disrepair, and kind of attraction (historic, cultural, maritime, etc). This allows each asset to be understood in terms of their administrative feasibility and their ability to contribute to Peekskill's cultural heritage tourism strategy.

Stakeholder and Public Engagement

In accordance with the City's desire to involve the public and incorporate the ideas of the major stakeholders, five meetings were scheduled and conducted during October and November 2010 and an interactive public website was created. The initial meeting was held on October 4th with the Peekskill Common Council during their regularly scheduled workshop meeting. Following this, there were two meetings on October 19th for interested business-owners, not-for-profits, and other entities invested in Peekskill's revitalization. Also on October 19th, a session involving the City of Peekskill professional staff was conducted at City Hall. The final meeting on November 4th was specifically for maritime stakeholders, and included businesses/entities that were particularly interested in Peekskill's waterfront development.

At each meeting, Fairweather Consulting reviewed their findings about the City's tourism resources and the data describing its place in the local and regional tourism markets. This established a context for a structured discussion about how the City could incorporate these assets and liabilities into a coherent strategy that would be attractive to key segments of the tourism market.

These meetings resulted in several maps illustrating Peekskill's strengths and weaknesses (included in the appendix), and a summary of the discussions which is included in the Results of Stakeholder Sessions section of this report. The website is further discussed in the Stakeholder and Public Engagement section.

Creating the Core Idea and the Strategic Plan

Using the "core idea" framework discussed in the project approach, the Fairweather Consulting team created a brand image and overall Strategic Cultural Heritage Tourism Plan for Peekskill. The core idea reflects the inherent truth about Peekskill that defines its competitive edge, and which appeals specifically to its target market segments. This idea is expressed in a theme—"Surprising Peekskill"—and is further articulated in the Core Idea section of this report.

This report documents how this core idea and resulting strategy have been created. It describes the process used to reach out to stakeholders in Peekskill, the market analysis conducted to identify key target market segments for cultural heritage tourism in Peekskill, and provides an inventory of Peekskill's cultural heritage assets that can be mobilized to attract those target market segments to the City. Finally, the report defines the core idea for Peekskill's cultural heritage tourism strategy and articulates a sequenced action plan to build and sustain the City's competitive advantage as a cultural heritage tourism destination.

Stakeholder and Public Engagement

Stakeholder Session Results

The five stakeholder sessions conducted during the course of this project each resulted in detailed notes on the group discussions, and a cooperatively created map or chart of Peekskill's assets and obstacles. The complete maps and charts are included in the appendix, but this section provides brief summary of the meetings as well as a single table (below) which is an exhaustive combination of each meeting's results.

Table I-1.
Summary of Stakeholder Session Results

<i>Memorable Experiences</i>	<i>Assets</i>	<i>Obstacles</i>	<i>Other Ideas/Suggestions</i>
Cultural: The Paramount Theater The Arts/Galleries Diverse, high-quality restaurants Festivals and Events Performance/Music venues Cultural diversity Farmer's Market Rotary Horse Show Nightlife Historic: Civil War History Underground Railroad Hiking/Biking trails Revolutionary War History Lincoln Depot Victorian architecture Outdoor Recreation: Peekskill Landing Riverfront Green Blue Mountain Reservation Sports opportunities Scenic views Dragon boats Ice skating at Lake Mitchell Maritime: Riverfront views Boating on the river	Cultural: Artists Galleries HVCC Music performances The Paramount Theater Cultural diversity Historic: Historic housing Yellow Brick Road Walking tours Peekskill Museum Dutch History (Jan Peek) Peekskill Military Academy Outdoor Recreation: Attractive topography Parks and trails Creeks and riverfront Maritime: Fleischmann's Pier (length) National Maritime Historical Society Boat building program The M/V Commander Municipal ownership of riverfront Soft river bottom Other: Proximity to Metro North/NYC Celebrity connections	Pedestrian/Streetscape: Public safety concerns Empty real estate Cleanliness/litter Landscaping improvements Weak connection between downtown and riverfront Limited parking Unattractive City gateway Street lighting Lack of benches/plazas Poor signage Accommodating Tourism: Attracting youth Limited lodging Poor public transportation No place for easy info. Poor visibility for historic assets Administrative: Institutional memory Lack of PR efforts Zoning improvements Lack of City funding Marketing: Getting "message" out Lack of cohesive image Lack of advertising Packaging attractions appropriately Raising awareness of events Maritime: Flooding in past Vessel safety Seasonality Lack of navigation charts Insufficient parking on riverfront	Events/Marketing Ideas: Duck tours American Crafts Weeks Tours Kiosks Group hikes Peekskill Merchandise B&Bs Train travel packages Artists cooperative gallery Maritime: Installation of floating docks Moving maritime museum Market maritime activities w/ festivals and events Annual maritime budget

Session 1: Peekskill Common Council Meeting

October 4th, 2010

The first meeting was a discussion with the Peekskill Common Council, held during their regularly scheduled workshop meeting. During the meeting there was an open question-and-answer session, followed by a mapping/planning exercise. Each Council member was given post-it notes and asked to identify Peekskill's most memorable experiences, largest obstacles, and most important assets.

The open discussion resulted in some significant issues being raised. Council Members discussed the need to integrate Peekskill's numerous disparate themes, the challenges of making the attractions more "fun" for their audiences, methods for "selling" to both residents and visitors, and other possibilities linked to specific sites of interest. The planning exercise yielded more structured results, divided into memorable experiences, obstacles, and assets. The group identified the Paramount Theater, hiking/biking, historic sites, and the artistic culture as some of Peekskill's most memorable experiences. Obstacles included attracting youth, distributing the branding message, limited lodging, packaging events for tourists, and the lack of a unified community vision. Many of the assets were similar to the memorable experiences, with the additions of the Peekskill Museum, the City's comprehensive marketing plan, and Peekskill's proximity to Metro North. The complete results of the mapping exercise are included in the appendix.

Sessions 2 & 3: General Stakeholder Meetings

October 19th, 2010, 10:00AM and 7:00PM

Two sessions for stakeholder groups and organizations were held at the Hudson Valley Center for Contemporary Art. These meetings were formatted similarly to the initial October 4th meeting, in that participants were asked to identify the memorable experiences, obstacles, and assets within Peekskill.

The first meeting (10:00AM) had over 20 attendees, including members of organizations like the Lincoln Society, the National Maritime Historical Society, the Hudson Valley Center for Contemporary Art, and the Peekskill Museum, as well as business-owners of art galleries, restaurants, shops, and inns. The open discussion ranged widely. Participants discussed the need to create an authentic Peekskill experience, the difficulty of providing information to pedestrians, the possibility of audio tours/walking tours, and the importance of careful branding. The memorable experiences included festivals/events, downtown music, Victorian architecture, and used bookstores. The obstacles were highly specific: the connection between the downtown and riverfront, parking constraints, the unappealing City gateway, street safety, and public communication. Assets mentioned included Peekskill's culinary diversity, downtown accessibility, topography, and nightlife.

The second meeting (7:00PM) was somewhat smaller and included a different array of attendees. The evening participants were almost all associated with Peekskill's business community—including business-owners (Holiday Inn, Division St. Grill), the Business Improvement District, and the Hudson Valley Gateway Chamber of Commerce. Their open discussion focused primarily on ideas to increase

tourist appeal, like river boat tours, a regional arts festival, audio tours, B&Bs, and packaging strategies. The memorable experiences were broadly inclusive: the arts, riverfront views, and historic assets like the Lincoln Depot. The obstacles were discussed in more detail, and included the absence of a “hub” of historic information, the lack of tour boat access to the waterfront, poor signage, and lack of funding. Peekskill’s assets included the National Maritime Historical Society, Blue Mountain Reservation, and the artists’ district.

Both of these meetings resulted in group-created maps (included in the appendix) indicating Peekskill’s strengths and weaknesses. Interestingly, there was a considerable degree of consensus between the two groups, representing a valuable community vision. Both sessions identified Peekskill’s historic assets as attractive but underutilized, and listed several obstacles to easy pedestrian access. Other difficulties included a lack of easily available information about Peekskill, poor signage, and the poor connection between the downtown and riverfront. The riverfront was repeatedly identified as a great asset, along with the Paramount, the artists’ district, the nearby mountain biking/hiking, and the high-quality and diverse restaurants.

Session 4: Discussion with City Staff **October 19th, 2010, 12:30PM**

In addition to the two stakeholder sessions, a meeting for City of Peekskill professional staff held at City Hall on the same day. At this discussion, staff members from City departments were asked to share their ideas regarding cultural heritage tourism in Peekskill, and to identify experiences/obstacles/assets as in the previous meetings.

This meeting generated a diverse list of assets, including celebrities associated with Peekskill, the Underground Railroad connection, the Military Academy, the boat building program, and the fine dining. The group’s most memorable experiences were a combination of outdoor and cultural assets, like gallery tours, jazz concerts, ice skating, and festivals. The obstacles discussed were similar to those in the stakeholder meetings, with the additional concern of improved façade restoration. The group also generated a list of other ideas: train packages, kayak rentals, a boat launch, and Sierra Club-style hiking trips. The group determined that Peekskill was uniquely attractive for its diversity, walkable size, and artistic culture.

Session 5: Maritime Stakeholders Group Meeting **November 3rd, 2010, 10:00AM**

The final meeting was held at the Cove Restaurant and was designed to specifically discuss Peekskill’s waterfront. The group included tour boat operators, owners of educational vessels, members of the National Maritime Historical society, and other interested parties. As in previous meetings, the group was asked to identify the waterfront’s strengths, weaknesses, opportunities, and make recommendations for improvement.

The small, focused nature of the discussion resulted in more specific and involved responses. The group began with the waterfront's strengths. The location (proximity to New York City) and scenic beauty of the waterfront were agreed to be very strong assets. The fact that the City of Peekskill owns and/or controls much of the property along the waterfront also presents some opportunities to use to the waterfront creatively. It was also noted that the soft river bottom in the area makes it possible for maritime activity to take place even in shallower areas. Fleischmann's Pier, particularly its length and historic interest, was also discussed.

The conversation was then directed towards the area's weaker points. Flood control, inherent seasonality, and the lack of a thorough navigation chart were all identified as major obstacles towards an improved use of the riverfront. Additionally, tour boat operators were concerned by the lack of secure docking facilities. Their final point of concern was the lack of connectivity between the riverfront and the downtown attractions, and the difficulty of guiding boat tourists to the rest of Peekskill.

The discussion of "opportunities" allowed participants to freely discuss potential ideas for the waterfront to address obstacles or attract more tourism. In answer to the problem of limited docking space, floating docks and spud barges were mentioned. The concept of a moving virtual maritime museum was also raised, that would be based on a rotating schedule of various vessels stopping for several days at different ports along the Hudson. Similarly, many educational vessels consider everything, even basic maintenance, to be a potential educational experience for their audience—this could result in interpretive programming. Examples of creative financing were also discussed, like admission fees and tall ships events. Small boats also have an important waterfront role, attracting recreational boaters and including the boat-building program. It was also considered critical to associate maritime activities with City festivals and events.

The list of recommendations and suggestions began with the necessity for Peekskill to develop flexible, appropriate infrastructure to host a variety of sizes of vessels, and to consider the needs of "shore-based" and "river-based" vessels. That investment must then be accompanied by extensive programming and marketing. The creation of a visible, permanent maritime presence on the waterfront—like a dock or port—would greatly assist Peekskill's maritime image, as would a consistent marketing effort. Other suggestions included the creation of a directory of "vessel-ready" community waterfronts; improving parking for the riverfront; and considering creative funding sources for marketing and programs.

The process of stakeholder and public engagement created a valuable informational resource for the strategic planning process. The diversity of perceptions, concerns, and recommendations from Peekskill's major stakeholders, residents, and City staff gave the Fairweather Consulting team an image of a lively, diverse Peekskill full of tourism potential. In combination with the Market Analysis section below, the stakeholder sessions significantly assisted in determining the "core idea" that defines Peekskill as a tourism destination.

II. Market Analysis

The market analysis was designed to provide a clearer image of Peekskill's competitive market, and assist in the process of defining Peekskill's tourism potential. The results of the research are divided into two distinct sections: the first portion is a discussion of national cultural heritage tourism trends, profiles of cultural heritage travelers, and the best methods of reaching them. The second section is a much more focused description of local and regional tourism trends, which results in significant conclusions about Peekskill's tourism strategy and specifically defines its target audience.

National Cultural Heritage Tourism Trends

Defining Cultural Heritage Travelers

Cultural/Heritage travelers are a significant subsection of domestic tourists, and have been identified and analyzed by a 2009 study commissioned by the U.S. Cultural and Heritage Tourism Marketing Council and the U.S. Department of Commerce. The study found that cultural/heritage tourists total 78% of all leisure travelers ("The Cultural and Heritage Traveler," 2009, pg. p. 33). It also defined them by a particular set of interests and attributes to enable a target identification of those segments that could be drawn to Peekskill.

A cultural/heritage traveler is "a person who travels to experience the places, people, activities, and things that authentically represent the past and present, including cultural, historic, and natural resources," ("The Cultural and Heritage Traveler," 2009, pg. 11). This broad definition includes the traditional understanding of a historic tourists (families visiting history museums, Civil War enthusiasts visiting battlefields), but expands it to include out-of-towners attending local farmers' markets, hikers in national parks, and shoppers hoping to experience the "essence" of an area.

As a group, it can be generally stated that cultural/heritage travelers are higher-income, better educated, and slightly older than the average leisure traveler ("The Cultural and Heritage Traveler," 2009, pg. 13). They are most likely to travel for a weekend or a long weekend (3-4 days) (pg. 59), and rarely look for "package deals" when traveling, but choose based on a pre-conceived destination (pg. 60). Cultural/heritage tourists are divided into five major categories based on the extent to which cultural/heritage activities determine their travel plans ("The Cultural and Heritage Traveler," 2009, pg. 53).

Passionate cultural/heritage travelers comprise 14% of all leisure travelers. These tourists are the most likely to actively pursue cultural and heritage-related activities such as museums, historic locations, town tours, etc.

Well-rounded/active tourists are 12% of all leisure travelers, and represent those people who are open to all varieties of activities during their trip (including cultural/heritage activities). Another 14% of travelers are

Self-guided/accidental

cultural/heritage tourists make up 14% of all travelers. They take advantage of cultural/heritage attractions when they travel, but they do not choose their destinations based on the

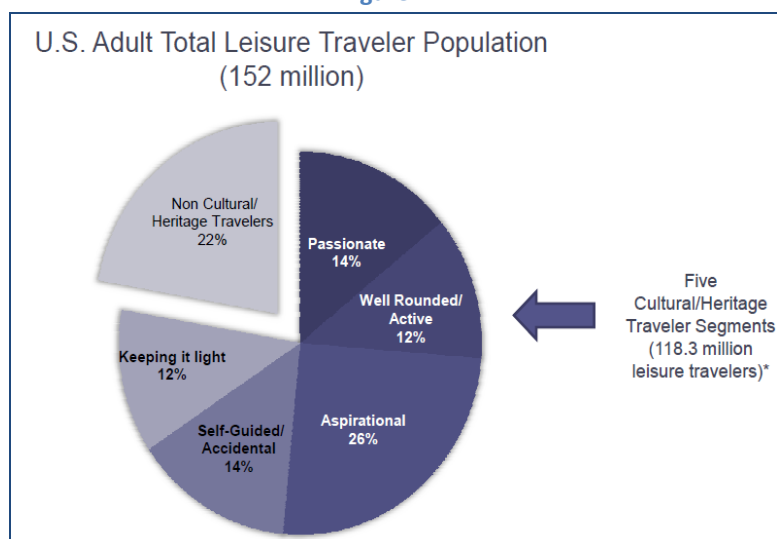
availability of those attractions. They enjoy “exploring small towns, galleries and self-guided historical tours,” (“The Cultural and Heritage Traveler,” 2009, pg. 53). Together, Passionate, Well-Rounded, and Self-Guided tourists comprise 40% of all leisure travelers. These are also the groups that are the most likely to be involved in cultural/heritage activities, and have the most economic impact on their destinations.

The final two groups are less attracted to cultural/heritage activities, but are easily involved in them if they are made easily available. **Aspirational** travelers are those who express a definite interest in cultural/heritage attractions, but have had only limited recent experience with them on their last leisure trips (25% of leisure travelers). **Keeping it light** cultural/heritage travelers (12% of travelers) do not actively seek out cultural/heritage activities, but will naturally participate in enjoyable “art, cultural, and musical events,” where available. This section of tourists is worth particular consideration—as is discussed further in the second portion of this market analysis, Keeping it Light cultural heritage tourists comprise 34.9% of Peekskill’s primary market area, and 23.3% of their secondary market area.

The Desirability of Cultural/Heritage Tourism

The total trip spending of Cultural/Heritage travelers is higher than that of other leisure travelers—an average of \$994 per trip as opposed to \$611. Roughly 48% of that trip budget is spent on activities, dining, and shopping (see Table II-1). Peekskill’s largest traveler subsections, Keeping it Light and Well-Rounded travelers, also have the highest spending average (\$1,025 and \$1,323, respectively), as indicated in the chart below.

Figure II-1.



Source: Mandala Research, *The Cultural & Heritage Traveler*, August 2009

Cultural/heritage travelers are also willing to travel longer distances than the average leisure traveler, with an average trip length of 842 miles. They travel more often, averaging about 5 trips in the last year (as opposed to 4 annual trips for leisure travelers). They are most likely to travel in their own vehicle, resulting in a trip itinerary that is more flexible and amenable to “accidental” tourism. Additionally, it affords them access to more rural destinations that may not be easily reached by public transportation.

A very significant, but less easily quantified, advantage of cultural/heritage travelers is their willingness to experience non-traditional cultural activities—not only visiting museums and historic sites, but also visiting farmer’s markets, exploring local cuisine, and attending festivals (“The Cultural And Heritage Traveler,” 2009, pg. 14). These tourists

are not seeking “big-ticket” entertainment, but prefer a feeling of authenticity and local culture. This allows small communities to successfully market existing town events and traditions, rather than investing in large-scale changes like museums.

Table II-1.

	All Leisure Travelers	Keeping it light	Self-Guided /Accidental	Aspirational	Well Rounded Actives	Passionate
Sample Size	815	130	150	263	128	144
Average Total Spending	\$994	\$1,025	\$994	\$812	\$1,323	\$1,005
Average Spending on Activities	\$475	\$492	\$398	\$372	\$747	\$483
Activities Spending as % of Total Spending	48%	48%	40%	46%	56%	48%

Source: Mandala Research, *The Cultural & Heritage Traveler*, August 2009.

Reaching Cultural Heritage Tourists

Arguably the most important method of reaching these tourists is by making local information available online. The majority of leisure travelers select their destinations based on online information (Sheatsley, MacDonell & Pike, 2008, pg. 69), and this trend is projected to result in 9 out of 10 travelers conducting the entirety of their trip planning solely online (Verlkin, 2008, pg. 180). In particular, 60% of cultural tourists use *the websites of their destinations* in order to plan their trips—making functional and informational websites very important for attracting this group (“The Cultural and Heritage Traveler,” 2009, pg. 104).

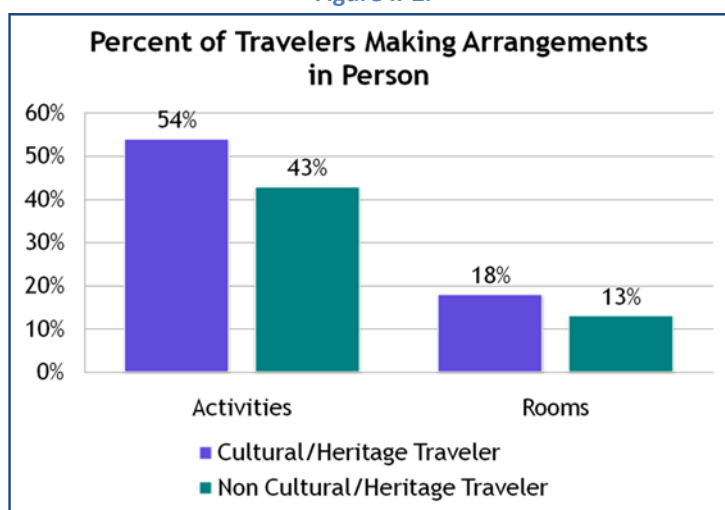
A successful website must include sufficient information about the destination (food, events, lodging, nearby attractions, local history, scenic views, etc.), presented in an attractive format. Creative formats may include online videos of the area—recent research has indicated that 72% of all internet users watch online videos (Ramsey, 2008, pg. 147). Other successful regional tourism websites have included

community blogs, local music, and traveler reviews (Minges, Rossi, Zimmerman, Miller, & Davidson 2008, pgs. 170-172).

A large percentage also use third-party travel websites ("The Cultural and Heritage Traveler," 2009, pg. 105). Gozaic.com is "the most comprehensive website devoted to the cultural and heritage travel niche," according to the Historic Heritage Program website (Heritage Tourism Program of the National Trust for Historic Preservation, 2009), but there are innumerable other third-party websites to provide niche advertising. The New York Cultural Heritage Tourism Network is a developing group of cultural/heritage organizations and communities, which also includes an online listing of their participating locations.

As important as online information is, it is equally important to provide easily-accessible information on-site. Many (26%) cultural/heritage tourists purchase event/activity tickets only *after* arriving at their chosen destination, and another 12% choose their lodging only after arrival ("The Cultural and Heritage Traveler," 2009, pg. 106). Cultural/heritage travelers are most likely to read community newspapers upon arrival, but are also likely to read any variety of regionally informative publication (brochures, magazines, and newsletters) ("The Cultural and Heritage Traveler," 2009, pg. 107). This is also the most reliable method for engaging the less-dedicated cultural/heritage tourists (the aspirational and "keeping it light" categories), who are unlikely to research the area ahead of time, but who are willing to take the opportunities presented to them.

Figure II-2.



Source: Mandala Research, *The Cultural & Heritage Traveler*, August 2009.

Peekskill Tourism Market Analysis

This section of the market analysis is a much more focused effort to define the key target population segments for Peekskill's tourism strategic plan. It is further intended to identify the key attributes and preferences of each market segment, enabling us to define core experiences within Peekskill that might appeal to each segment and, from this, to create a strategy for enhancing each. The ultimate goal is to fashion the best possible set of experiences that will maximize the City's economic gain from tourism. What makes this especially critical is that it is much more practical to improve the supply of tourism than it is to directly impact demand. Demand can be indirectly grown by such supply improvements, however, relying upon strategies as simple as word of mouth.

Market Area Descriptions

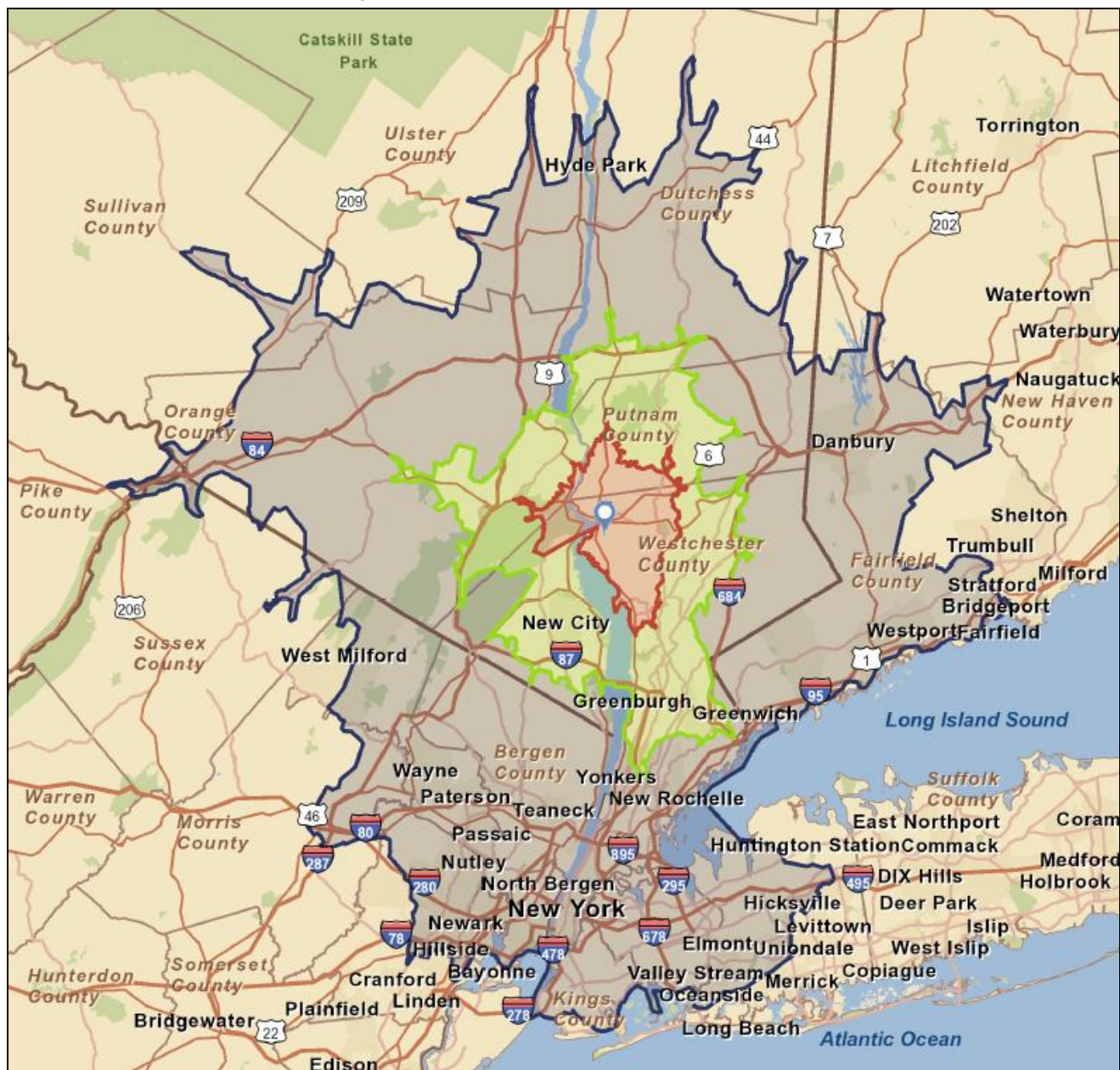
Tourism markets can be segmented in numerous ways. These include the following:

Table II-2. Tourism Market Segmentation Methods	
Segmentation Method	Typical Segments
Purpose of Trip	Pleasure, Business, Conventions, Events
Channel of Distribution	Direct Sales, Travel Agents, Tour Operators, Tourism Associates
Demographic/Socioeconomic	Age, Education, Income, Social Class, Family Size, Occupation
Product Type	Activity, Length of Stay, Brand, Experience Preference
Tourist Characteristics	Personality Traits, Lifestyle, Attitudes, Interests, Motivations
Use Frequency	Seasonal, Weekly, Monthly, Annually, Occasionally
Resource Type	National, Cultural, Sports, Entertainment
Spending	Above Average, Average, Below Average

The geographic segmentation method is the most functional due to the ready availability of data but, typically, requires combination with other segmentation approaches to produce useful data for tourism planning. To be valid, segmentation should result in segments with sufficient numbers to warrant attention, and enough similarity in each to give them distinction and the potential to define sub-sets for marketing purposes. Therefore it was determined, in Peekskill's case, to employ the geographic segmentation method supplemented by consideration of demographic, product type, tourist characteristics, resource type and spending factors. Other factors could be relevant in particular circumstances, but are unlikely to differ much for a tourism supply area such as Peekskill as compared to competitive tourist areas.

The first step in any geographic market analysis is to define the market areas. The Primary Market Area (PMA) in this instance may be defined by the City itself and surrounding environs, where the existing population is already naturally drawn to the City for employment, shopping, services and recreational activity. This may be defined in Peekskill's case as the population within 15 minutes driving time who live

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[illegible]

This market includes large portions of Putnam, Rockland and Westchester Counties and shares many characteristics with the PMA, but is distinguished from it as a matter of convenience. It represents households close enough to take advantage of what Peekskill has to offer but far enough away that it will be an infrequent, rather than frequent, event.

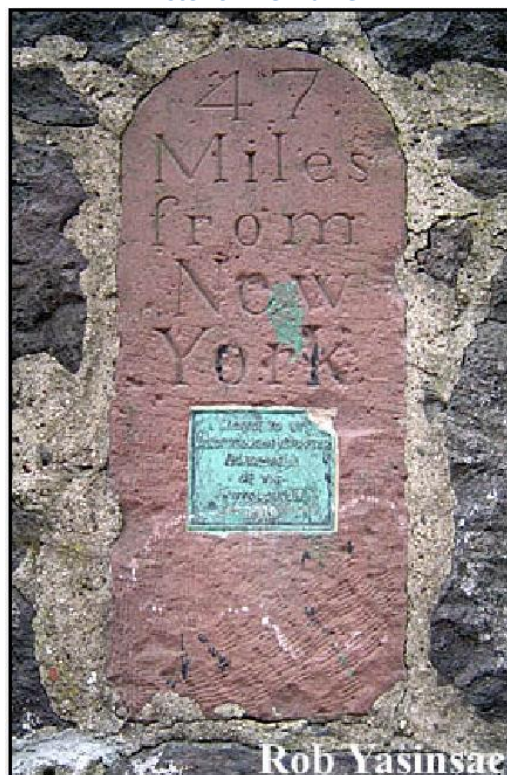
The Tertiary Market Area (TMA) may be defined as those areas within 30-60 minutes of Peekskill, whose households could be attracted there for day trips spent visiting attractions, doing special shopping or taking advantage of unique dining opportunities. This includes most of New York City and the metro area, as well as some smaller population centers to the east, west and north (e.g., Danbury, Poughkeepsie, Middletown). It also reaches into some second home areas in Orange, Sullivan, Ulster and Dutchess Counties where seasonal residents are already motivated to seek out additional cultural and recreational opportunities within reasonable driving times.

The TMA could easily further be subdivided into even smaller market areas. Nevertheless, for purposes of this analysis, it is not thought there are sufficient differences among likely market segments in this area to make such distinctions. This is because the bulk of the population is found in the City. Moreover, such different segments as do exist are likely to be reflected in the PMA and SMA segmentations.

There is also a Visitor Market Area (VMA) that overlaps portions of the combined geographic market areas. It consists of out of state and foreign visitors attracted to New York City as, arguably, the effective capital of the world. These visitors are wont to experience not only the City but nearby parts of the historic Hudson Valley. Peekskill is the first upstream opportunity to capture that experience.

This market segment may be geographically described as New York City and environs, but it consists of the occasional visitors to the City, rather than the resident or working population. The characteristics of this market cannot be measured in the same manner as the PMA, SMA or TMA but it is, nonetheless, real. Separate data sources are simply required to define it.

Figure II-4.
Historic mile marker.



Courtesy of www.hudsonvalleyruins.org

Market Area Characteristics: Demographic Characteristics

The combined geographic market areas within 60 minutes driving time of Peekskill represent a total population of 5.1 million households or 13.9 million persons, with a household growth rate of 0.25% per year that is fairly consistent across the board. There are, nonetheless, some significant differences in income and aging patterns, as the following table reveals:

Table II-3.
Market Area Characteristics

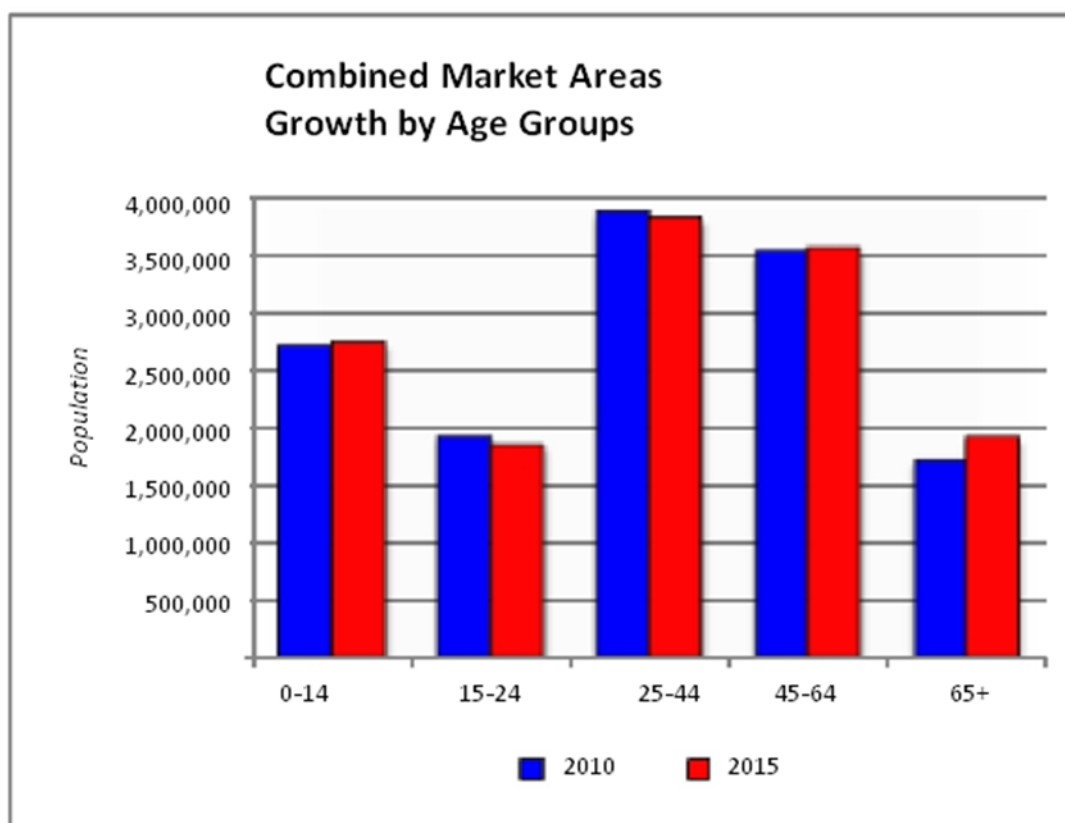
Category	PMA	%	SMA	%	TMA	%	Total
2010 Population	135,487	1.0%	649,479	4.7%	12,893,859	94.3%	13,678,825
2015 Population	137,127	1.0%	659,864	4.8%	13,068,004	94.3%	13,864,995
2010-2015 Projected Population Change	1,640	0.9%	10,385	5.6%	174,145	93.5%	186,170
2010 Households	47,604	1.0%	216,885	4.3%	4,739,336	94.7%	5,003,825
2015 Households	48,132	1.0%	220,049	4.3%	4,798,114	94.7%	5,066,295
2010-2015 Projected Household Change	528	0.8%	3,164	5.1%	58,778	94.1%	62,470
2010 Families	33,626	1.1%	158,520	5.0%	2,957,888	93.9%	3,150,034
2015 Families	33,889	1.1%	160,401	5.0%	3,012,733	93.9%	3,207,023
2010-2015 Projected Change - Families	263	0.5%	1,881	3.3%	54,845	96.2%	56,989
2010 Per Capita Income	\$30,000	116.1%	\$33,508	129.7%	\$25,467	98.6%	\$25,835
2010 Households Earning \$50K - \$99K Annually	13,996	0.9%	59,797	3.8%	1,512,377	95.3%	1,586,169
2015 Households Earning \$50K - \$99K Annually	16,220	1.0%	65,843	3.9%	1,610,034	95.2%	1,692,097
2010-2015 Projected Chg. In \$50K-\$99K HH's	2,225	2.1%	6,046	5.7%	97,657	92.2%	105,928
2010 Households Earning \$100K+ Annually	20,803	1.5%	101,655	7.5%	1,228,538	90.9%	1,350,996
2015 Households Earning \$100K+ Annually	23,873	1.4%	118,531	6.8%	1,600,355	91.8%	1,742,759
2010-2015 Projected Chg. In \$100K+ HH's	3,071	0.8%	16,875	4.3%	371,817	94.9%	391,763
2010 Median Age	40.3	110.4%	38.0	104.2%	36.4	99.7%	36.5
2010 Age 0-14 Population	27,097	1.0%	141,670	5.3%	2,525,961	93.7%	2,694,729
2015 Age 0-14 Population	26,328	1.0%	141,837	5.2%	2,563,239	93.8%	2,731,404
2010-2015 Age 0-14 Population Change	-769	-2.1%	166	0.5%	37,278	101.6%	36,675
2010 Age 15-24 Population	18,020	0.9%	88,736	4.6%	1,808,280	94.4%	1,915,036
2015 Age 15-24 Population	18,512	1.0%	87,488	4.7%	1,738,045	94.3%	1,844,044
2010-2015 Age 15-24 Population Change	492	-0.7%	-1,248	1.8%	-70,236	98.9%	-70,991
2010 Age 25-44 Population	33,736	0.9%	154,656	4.0%	3,669,037	95.1%	3,857,429
2015 Age 25-44 Population	31,128	0.8%	153,774	4.0%	3,627,972	95.2%	3,812,874
2010-2015 Age 25-44 Population Change	-2,608	5.9%	-881	2.0%	-41,065	92.2%	-44,555
2010 Age 45-64 Population	39,698	1.1%	177,738	5.1%	3,298,022	93.8%	3,515,458
2015 Age 45-64 Population	40,041	1.1%	178,334	5.0%	3,331,063	93.8%	3,549,439
2010-2015 Age 45-64 Population Change	343	1.0%	597	1.8%	33,041	97.2%	33,981
2010 Age 65+ Population	18,426	1.1%	85,189	5.0%	1,606,238	93.9%	1,709,853
2015 Age 65+ Population	21,255	1.1%	99,091	5.2%	1,793,024	93.7%	1,913,369
2010-2015 Age 65+ Population Change	2,828	1.4%	13,902	6.8%	186,786	91.8%	203,516

Note: 2010 figures are ESRI estimates and 2015 figures are ESRI projections. Median ages for SMA and TMA obtained by averaging.

The PMA accounts for only about 1% of the total population within 60 minutes of Peekskill, indicating just how dominant the New York City metro area is in defining the former's tourism potential. Family

households are growing significantly slower than others, but there is growth in both family and non-family households in all parts of the market. There are, nevertheless, variations in growth patterns among age groups (see chart below).

Figure II-5.
Market area growth by age groups.



Source: ESRI

The TMA median age is 36.4 years, almost four years younger than the PMA, suggesting metro visitors are likely to value somewhat more active pursuits than residents. This is also reflected in the projected loss of school-age population in the PMA, as to the SMA and TMA, although trends are expected to be the opposite for older youth. Senior population growth is projected to outpace all other age groups in all three market areas and, more importantly, accounts for more than 100% of all growth. This trend is especially pronounced in the PMA.

There are also some major differences in per capita incomes, which are fully 16% higher than average in the PMA and 30% higher in the SMA. The PMA, with a 16% gain, exhibits the most expected growth, on a relative basis, among households earning \$50,000 to \$99,999 per year. This is twice the average projected gain. The pattern for households earning \$100,000 or more per year is similar for the PMA (15% gain) but, in this case, it is the combined market areas that are gaining at roughly twice that rate.

Tourism Participation and Spending Characteristics

ESRI provides various indicators of tourism demand in the form of estimates and projections for the geographic market areas. The following tables provide an overview of tourism related activities by market area residents as well as their spending on these activities:

Table II-4.
Market Area Tourism Participation

Category	PMA	%	SMA	%	TMA	%	Total
Dined Out 2-3X Monthly	13,381	1.3%	61,649	6.0%	946,210	92.7%	1,021,240
% Dined Out 2-3X Monthly	13.1%	134%	12.9%	131%	9.6%	98%	9.8%
Dined Out 2-3X/Monthly MPI	117	134%	115	132%	85	97%	87
Cheesecake Factory Customer	11,234	1.1%	55,715	5.7%	910,179	93.1%	977,128
% Cheesecake Factory Customer	11.0%	117%	11.6%	124%	9.3%	98%	9.4%
Cheesecake Factory Customer MPI	168	117%	178	124%	141	98%	143
Friendly's Restaurant Customer	6,873	1.4%	27,101	5.6%	452,564	93.0%	486,538
% Friendly's Restaurant Customer	6.7%	143%	5.7%	120%	4.6%	98%	4.7%
Friendly's Restaurant Customer MPI	178	144%	149	120%	122	98%	124
Went to Beach Last Year	33,139	1.2%	155,772	5.7%	2,526,810	93.0%	2,715,721
% Went to Beach Last Year	32.4%	125%	32.5%	125%	25.7%	99%	26.0%
Went to Beach Last Year MPI	137	125%	138	126%	108	98%	110
Participated in Power Boating	5,706	1.4%	25,616	6.2%	379,194	92.4%	410,516
% Participated in Power Boating	5.6%	144%	5.3%	137%	3.9%	99%	3.9%
Participated in Power Boating MPI	96	141%	92	136%	66	97%	68
Participated in Canoeing/Kayaking	4,948	1.2%	23,688	6.0%	367,627	92.8%	396,263
% Participated in Canoe/Kayak	4.8%	126%	4.9%	130%	3.7%	98%	3.8%
Participated in Canoe/Kayak MPI	113	127%	115	130%	87	98%	89
Participated in Bicycling (Road)	10,787	1.2%	52,389	5.8%	844,052	93.0%	907,228
% Participated in Bicycling (Road)	10.5%	121%	10.9%	126%	8.6%	99%	8.7%
Participated in Bicycling (Road) MPI	116	121%	120	125%	94	98%	96
Participated in Jogging/Running	11,569	1.1%	55,616	5.5%	947,298	93.4%	1,014,483
% Participated in Jogging/Running	11.3%	116%	11.6%	120%	9.6%	99%	9.7%
Participated in Jogging/Running MPI	122	116%	126	120%	104	99%	105
Attended Rock Concert	12,397	1.1%	59,899	5.5%	1,007,622	93.3%	1,079,918
% Attended Rock Concert	12.1%	116%	12.5%	120%	10.2%	98%	10.4%
Attended Rock Concert MPI	122	117%	126	121%	102	99%	104
Attended Dance Performance	5,576	1.1%	26,914	5.1%	496,927	93.9%	529,417
% Attended Dance Performance	5.4%	106%	5.6%	110%	5.1%	99%	5.1%
Attended Dance Performance MPI	130	107%	135	111%	121	99%	122
Attended Classical Music/Opera	6,738	1.1%	35,002	5.8%	564,362	93.1%	606,102
% Attended Classical Music/Opera	6.6%	114%	7.3%	126%	5.7%	99%	5.8%
Attended Class. Music/Opera MPI	136	113%	150	125%	118	98%	120
Went to Live Theater Last Year	17,693	1.2%	86,751	6.0%	1,331,387	92.7%	1,435,831
% Went to Live Theater Last Year	17.3%	125%	18.1%	131%	13.5%	98%	13.8%
Went to Live Theater Last Year MPI	137	126%	144	132%	106	98%	109
Visited Museum Last Year	17,502	1.2%	87,455	5.8%	1,392,431	93.0%	1,497,388
% Visited Museum Last Year	17.1%	119%	18.2%	127%	14.2%	98%	14.4%
Visited Museum Last Year MPI	141	119%	151	128%	116	98%	118

Note: Estimates are all for 2010, as supplied by ESRI, and represent the numbers of participating adults and the percentages of such adults who participated in these various activities. The Market Propensity Index or MPI is a measure of the relative likelihood of the those adults in the market area to exhibit certain consumer behavior or purchasing patterns as compared to the U.S. as a whole. An MPI of 100 represents the U.S. average.

Table II-5.
Market Area Tourism Spending

Category	PMA	%	SMA	%	TMA	%	Total
Entertainment/Recreation Spending	\$238,561,250	1.2%	\$1,246,406,179	6.3%	\$18,383,470,648	92.5%	\$19,868,438,077
Entertainment/Recreation Fees	\$51,136,138	2.9%	\$267,084,249	15.3%	\$1,424,603,534	81.7%	\$1,742,823,921
Movie/Theater/Opera Admissions	\$11,855,439	0.3%	\$62,208,875	1.5%	\$4,004,826,826	98.2%	\$4,078,891,140
Sporting Event Admission Fees	\$4,572,686	1.3%	\$23,726,710	6.6%	\$329,185,962	92.1%	\$357,485,358
Sporting Participant Fees	\$8,157,105	1.3%	\$42,961,608	7.0%	\$560,498,350	91.6%	\$611,617,063
Recreational Lesson Fees	\$12,581,144	1.3%	\$65,117,933	6.6%	\$903,707,989	92.1%	\$981,407,066
Social/Recreational/Civic Club Fees	\$13,903,214	1.3%	\$72,730,541	6.6%	\$1,012,683,797	92.1%	\$1,099,317,552
Bicycle Equipment Purchases	\$1,508,327	1.3%	\$8,013,879	6.7%	\$110,431,466	92.1%	\$119,953,672
Hunting /Fishing Equip. Purchases	\$1,451,168	1.3%	\$7,706,845	7.0%	\$100,768,558	91.7%	\$109,926,571
RV or Boat Purchases	\$18,519,061	1.5%	\$101,613,256	8.2%	\$1,120,802,985	90.3%	\$1,240,935,302
Travel Expenditures by Residents	\$152,127,065	1.3%	\$797,441,327	6.6%	\$11,160,180,073	92.2%	\$12,109,748,465
Food Away from Home	\$229,756,126	1.1%	\$1,196,109,722	5.8%	\$19,190,995,861	93.1%	\$20,616,861,709
Food and Drink on Trips	\$34,179,765	1.3%	\$178,957,535	6.6%	\$2,507,839,904	92.2%	\$2,720,977,204

Source: ESRI

These two tables indicate some important things about the Peekskill market:

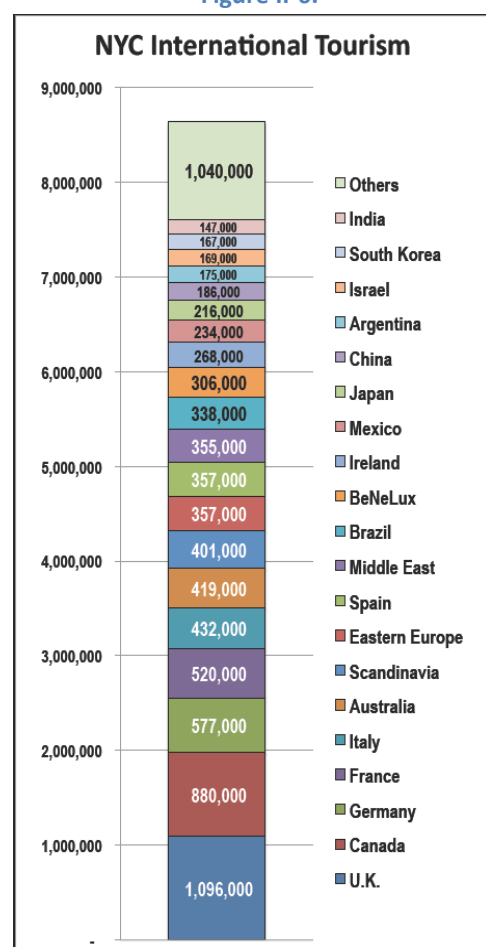
- Although the TMA is the vast bulk of the market and provides the largest numbers of potential customers, the PMA and SMA are relatively stronger for most tourism activities. This is to say they exhibit higher propensities to spend on the types of tourism Peekskill can potentially offer (especially outdoor activities such as boating and running, together with cultural attractions geared toward active adults). Therefore, a development strategy should probably be focused on these items first, as there is potential to market them locally and later draw from the TMA as a source of additional customers to grow the base.
- The SMA (households living within 15-30 minutes drive time) offers particularly good opportunities for attracting additional tourism. It offers both high propensities to spend and reasonably large numbers of adults potentially interested in the kinds of tourism attractions Peekskill already offers or has the capacity to offer. The SMA is roughly five times the size of the PMA and is an ideal market for relatively active adult activities as well as reasonably priced cultural offerings. The TMA, for example, attracts many more total dollars spent at theaters and the like, but the SMA offers the households with the greatest propensity by far to spend on that item. They are simply spending it in New York City at the moment and this applies to other activities as well. Therefore, the first challenge is to occasionally turn the eyes of those customers toward Peekskill, as opposed to seeking visitors from New York City, which can come later.
- The combined market areas account for one of the best tourism markets in the U.S. if for no other reason than the size. There are very few places where one can offer so much in the way of outdoor resources and still be within one hour of 13 million people. Moreover, there are not just any people but, rather, some of the biggest spenders on what can be offered.

Characteristics of the Visitor Market Area

The VMA, as noted earlier, represents those out-of-state, out-of-region or foreign visitors to New York City who can be attracted to take an interest in Peekskill as an extension of their experience in visiting the former. This is not to suggest Peekskill cannot attract some of these visitors on its own, but, rather to simply recognize this is the most obvious method of developing an initial awareness among these tourists of Peekskill and what it has to offer.

NYC & Company Research and Analytics, a department of New York City government, maintains vital statistics on New York City's travel sector. It estimates New York City had 45.6 million visitors in 2009, of which 8.6 million were international, the City ranking as the top U.S. destination for overseas travelers. New York City also maintained its rank as the top destination for tourism spending in the U.S., with over \$28 billion spent on this sector in 2009. This was an average of roughly \$618 per visitor.

Figure II-6.



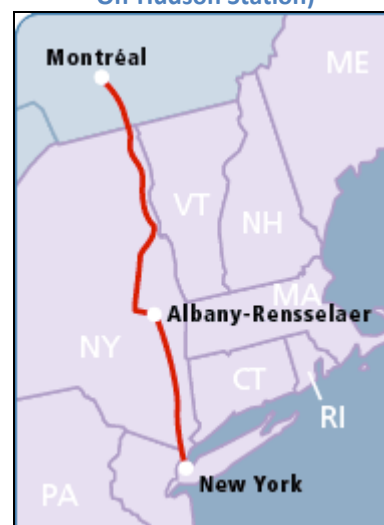
Approximately \$13 billion of this was spent by international visitors (an average of about \$1,500 per visitor) and \$15 billion by domestic visitors (a little more than \$400 per visitor). This indicates international visitors are especially valuable to the tourist sector, but this primarily a reflection of longer stays and higher expenditures on hotels. Therefore, the impact on Peekskill may not be as large, given that most such visitors could be expected to stay in New York City accommodations and visit Peekskill on day trips. Notwithstanding this, foreign tourists are an excellent potential draw market for Peekskill.

Some 43% of all New York City visitors in 2004, but 70% of foreign visitors, attended a cultural event or visited a cultural venue, according to NYC & Company, plus they tend to stay longer and spend more. This distinguished international from domestic visitors, who listed concerts, plays and dancing as their main activity, followed closely by dining. Meanwhile, nearly half of domestic tourism in 2004 came from day-trippers from neighboring states. While these individuals may also be attracted to Peekskill on occasion, they are already reflected in the PMA, SMA and TMA analyses. The remainder of the domestic market is likely to share many characteristics with the larger

international market insofar as length of stay and spending. This combined market is a wholly independent segment from the geographical marker areas discussed above, which, if Peekskill is able to skim off even a tiny percentage, would be major for it.

Unsurprisingly, Canadian visitors are one the larger parts of the international market and many of these have occasion to travel by or near Peekskill on their journey to and from New York City. Therefore, Canadian tourists represent a particular good market for Peekskill, but the overseas part of the international market is also good. The average length of stay for overseas visitors was 7.9 nights in 2009, and two-thirds were repeat visitors to America. Shopping and dining were their favorite activities. They exhibited an average age of 39 years, with 44% being 18–34 years old, 41% being 35–54 years old and the remainder being 55+ years of age. Most (62%) were professionals or managers, 12 % were students, 8% were in clerical or sales occupations, 5% were retired and the remainder government employed. The average household income for this group was \$90,600 in 2009, with 11% earning \$200,000 or more.

Figure II-7.
AMTRAK Adirondack Route
(Peekskill accessed from Croton-
On-Hudson Station)



Market Segmentation

ESRI provides a useful method of segmenting markets for targeting purposes. This Tapestry™ Segmentation classifies consumers using a multitude of Census and other variables combined with cluster analysis to distinguish consumer behavior, from household factors such as income and family type to personal traits (e.g., education, employment and housing choice). The system “classifies U.S. neighborhoods into 65 distinct market segments. Neighborhoods with the most similar characteristics are grouped together, while neighborhoods showing divergent characteristics are separated. Tapestry segmentation combines the ‘who’ of lifestyle demography with the ‘where’ of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods with addresses—distinct behavioral market segments.” The 65 market segments are also grouped into 12 LifeMode categories that provide a broader measure of segmentation. The tables following provide an overview for the various tourism markets available to Peekskill, using the data from New York City to posit a segment representing the VMA.

The top five tapestry segments each from the PMA, SMA and TMA were selected for further evaluation and those segments with significant cultural/heritage or related travel activity were identified. Segments such as High Rise Renters and Urban Melting Pot, which are large in the TMA, were excluded because they engage in very little cultural/heritage travel. These segments were then classified by type of traveler, using the system set out in *The Cultural & Heritage Traveler*, by Mandala Research, August 2009. The results follow:

Table II-6.

Market Area Segmentation – Passionate											
Tapestry Segment	Characteristics	Attitudes and Preferences	PMA			SMA			TMA		
			HH's	%	Index	HH's	%	Index	HH's	%	Index
Urban Chic	Residents are well-educated professionals living an urban, exclusive lifestyle. Most own expensive single-family homes (median value of above \$660,000). Married-couple families and singles comprise most of these households. The median age is 42 years.	Residents focus more on lifestyle than ambience. They travel extensively, visit museums, attend dance performances and shop at upscale stores. To stay fit, they downhill ski; go backpacking, hiking, and biking; practice yoga; do aerobics; play tennis; and lift weights. They drink imported wine, go online to arrange travel and listen to classical music.	3,192	6.7%	505	20,341	7.7%	580	95,753	1.9%	144
Comparable Leisure Traveler Segment: "Passionate"											
Connoisseurs	Conspicuous consumers, these residents are well educated and somewhat older, with a median age of 47.3 years. Many have children who still live at home. Neighborhoods tend to be slow growing, older bastions of affluence. Median home value is over \$700,000.	Residents work out weekly at a club or other facility, ski, play golf and tennis, practice yoga, and jog. They also buy the latest sports attire to look good. They travel abroad and in the U.S., go to museums, and attend theater and dance performances. They go online to make their travel plans, order from high-end catalogs and listen to classical music on the radio.	2,509	5.3%	381	22,014	8.3%	601	156,554	3.1%	226
Comparable Leisure Traveler Segment: "Passionate"											
Top Rung	The wealthiest of consumer markets (top 1% in U.S.) with a median household income of over \$185,000. The median home value in these neighborhoods is a very high \$1,078,501. These highly educated residents are in their peak earning years, 45-64 years of age, in married-couple households, with or without children. The median age of this group is 41.9 years.	Top Rung residents listen to classical music, go to the theater and dance performances, visit museums, and play board games. Health conscious, they practice yoga, do aerobics, play golf and tennis, ski, ice skate, take vitamins, and buy low-fat food. They also watch tennis, golf, and skiing on TV.	1,012	2.1%	309	21,623	8.2%	1187	154,474	3.1%	448
Comparable Leisure Traveler Segment: "Passionate"											
New York City Visitor Market Area (VMA)	Overseas visitors to NYC have an average age of 39 years. Most (62%) are professionals or managers, 12% are students, 8% are in clerical or sales occupations, 5% are retired and the remainder are government employed. The average household income for this group was \$90,600 in 2009, with 11% earning \$200,000 or more.	Some 65% of visitors have been to U.S. before, averaging 4.1 trips in past 5 years, 74% having stayed in hotels and 24% in private homes. Activities include: shopping – 90%, dining out – 84%, sightseeing – 60%, historical places – 60%, galleries / museums – 46%, cultural heritage sites – 33%, concerts / plays / musicals – 31%, guided tours – 21%, nightclubs – 17%, sports – 10%.	N/A	N/A	N/A	N/A	N/A	N/A	680,380 (VMA visiting parties not included in total below)	N/A	N/A
Comparable Leisure Traveler Segment: "Passionate"											
Totals / Averages			6,713	14.1%	429	63,978	24.2%	792	406,781	8.1%	291

Note: SMA and TMA figures are cumulative (including smaller market areas). VMA households based on 8.6 million visitors divided by average of 1.6 persons per party, divided by average stay of 7.9 days on the assumption that Peekskill would be a day trip activity for such visitors.

The Passionate Cultural Heritage Traveler category includes three specific tapestry segments that predominate within the combined market areas; the *Urban Chic*, *Connoisseurs* and *Top Rung* segments. Together, they account for 406,781 households or 8.1% of all households and exhibit a market index of 291, as compared to a U.S. average of 100. Importantly, these segments are strongest in the SMA, from which Peekskill is likely to find it easiest to attract visitors. Also, VMA visitors clearly fall into the Passionate Cultural Heritage Traveler category, adding another 680,380 households who are inclined to be high spenders if they can be attracted to take a day trip to Peekskill.

Table II-7.

Market Area Segmentation – Well Rounded / Active											
Tapestry Segment	Characteristics	Attitudes and Preferences	PMA			SMA			TMA		
			HH's	%	Index	HH's	%	Index	HH's	%	Index
Wealthy Seaboard Suburbs	Affluent neighborhoods that are older and slow to change, with very high home values (median of over \$470,000). Households consist of married-couple families. Over half the employed are in management and professional occupations. Median age is 42.3 years.	Residents enjoy traveling and shopping (Macy's, Nordstrom and warehouse stores). They purchase many items online or by phone. They take all-inclusive international package vacations, cruises and beach trips in the U.S. or abroad. They also go to Las Vegas and Atlantic City. They go saltwater fishing, skiing, and ice skating and attend the theater.	8,971	18.8%	1365	50,848	19.2%	1392	315,513	6.3%	457
Comparable Leisure Traveler Segment: "Well Rounded / Active"											
Totals / Averages			8,971	18.8%	1365	50,848	19.2%	1392	315,513	6.3%	457

The Well Rounded/Active Cultural Heritage Traveler category includes just one tapestry segment, *Wealthy Seaboard Suburbs*, but it is an important one that includes another 315,513 households, with an even higher index of 457.

Table II-8.

Market Area Segmentation – Keeping It Light											
Tapestry Segment	Characteristics	Attitudes and Preferences	PMA			SMA			TMA		
			HH's	%	Index	HH's	%	Index	HH's	%	Index
Pleasant-Ville	Residents live in "prosperous domesticity" in single-family homes with a median value of nearly \$340,000; approximately half of which were built in the 1950s and 1960s. These households are headed by middle-aged residents, some nearing early retirement. The median age is 39.8 years. Approximately 40% of households include children.	Residents spend time with families, dine out, play cards and board games, attend baseball games and visit theme parks. They take sightseeing vacations and beach trips in the U.S. or cruise to foreign ports. Sports fanatics listen to ball games on the radio and watch major sports on TV. For exercise, they use treadmills, walk and swim.	7,968	16.7%	985	21,613	8.2%	481	229,008	4.6%	269
Comparable Leisure Traveler Segment: "Keeping It Light"											
City Lights	Diverse urban neighborhoods with a mixture of housing types (single-family homes, townhomes and apartments), household types (families and singles) and cultures, all sharing the same sidewalks. Some 35% of housing units are apartments in 2-4 unit buildings. Two-thirds of homes were built before 1960. The median age is 37.8 years.	Residents take vitamins, practice yoga and do aerobics to stay fit. They travel domestically and abroad, take cruises, go to the movies and watch family and classic movies on DVD. They visit Atlantic City to gamble and play the lottery. They listen to soft adult contemporary and classical music radio.	4,356	9.2%	885	25,511	9.6%	933	558,830	11.2%	1081
Comparable Leisure Traveler Segment: "Keeping It Light"											
In-Style	Affluent neighborhoods, more suburban than urban, with an urban lifestyle. Townhomes are popular but more than half of the households are single-family homes. Professional couples predominate. The median household income is \$72,326. Nearly one-third of these households include children. The median age is 40.3 years.	Computer savvy residents go online to buy concert or sporting event tickets. They stay fit by exercising, eating healthy and taking vitamins. They attend live musical performances and gamble at casinos. They take domestic vacations to hike, golf, and go backpacking. They watch professional sports events and golf on TV.	4,265	9.0%	360	14,555	5.5%	221	40,016	0.9%	37
Comparable Leisure Traveler Segment: "Keeping It Light"											
Totals / Averages			16,589	34.9%	798	61,679	23.3%	607	827,854	16.7%	806

There are three segments that fall into the Keeping It Light category; the *Pleasant-Ville*, *City Lights* and *In-Style* segments. These represent travelers who are more inclined to sports and fitness pursuits but

also exhibit some interest in cultural and heritage tourism activities. Some households could fall into the Aspirational or Self-Guided /Accidental cultural/heritage categories under the Mandala Research classification system, but there is little evidence of this in the detailed tapestry segment descriptions by ESRI. Therefore, it is assumed they are better fitted to the Keeping It Light category.

Regardless, cultural and heritage tourism is not a high priority with these households, although they can be occasionally attracted to it for fun or to satisfy some members of their group with that interest. Cultural/heritage tourism has to be packaged with other types to sell to this group and it accounts for a very large share of the market available to Peekskill. It represents an estimated 827,854 households, 16,7% of all households and has a market index of 806, indicating a Peekskill tourism marketing program, to be most successful, needs to appeal to the interests of the Keeping It Light category.

Some other segments (e.g., *City Strivers*, with residents who watch a lot of TV, attend professional football and basketball games, go to the movies, take trips to Atlantic City, and visit theme parks such as Six Flags) fall into the Non- Cultural/Heritage Traveler category. Still others (e.g., *Suburban Splendor*, with residents who travel extensively and whose leisure activities include physical fitness, reading, visiting museums or attending the theater) could fit into several of the Mandala Research categories, but simply aren't represented in large enough numbers to be further analyzed here.

Altogether, the three categories with identifiable and viable cultural/heritage tourism segments encompass about 1.5 million households in the combined market areas within 60 minutes, as the following table summarizes, which is a huge market for a small city. Additionally, there is a New York City visitor market (VMA) of nearly 700,000 households that can be tapped for Peekskill side trips. The key to maximizing this potential will be packaging of attractions so they can appeal to all three categories.

Table II-9.

Market Area Segmentation – All Viable Segments										
Traveler Segment	Tapestry Segments	PMA			SMA			TMA		
		HH's	%	Index	HH's	%	Index	HH's	%	Index
Passionate	Urban Chic Connoisseurs Top Rung	6,713	14.1%	429	63,978	24.2%	792	406,781	8.1%	291
Well Rounded / Active	Wealthy Seaboard Suburbs	8,971	18.8%	1365	50,848	19.2%	1392	315,513	6.3%	457
Keeping It Light	Pleasant-Ville City Lights In-Style	16,589	34.9%	798	61,679	23.3%	607	827,854	16.7%	806
Sub-totals / Averages		32,273	67.8%	879	176,505	66.7%	900	1,550,148	31.1%	600
Passionate	VMA	N/A	N/A	N/A	N/A	N/A	N/A	680,380	N/A	N/A
Totals / Averages		32,273	67.8%	879	176,505	66.7%	900	2,230,528	N/A	N/A

III. Asset Inventory

In conjunction with the stakeholder engagement process and the market analysis, it was also necessary to create a complete assessment of the attractions present in Peekskill and determine their potential contribution to the tourism strategic plan. That research resulted in a thorough inventory of Peekskill's historic, cultural, maritime, and outdoor assets, including their current condition, feasible uses, administrative capacity, and potential audience (the complete inventory is included in the appendix).

From this raw data, Fairweather Consulting produced a cultural heritage tourism attractions matrix, which summarizes the condition of each attraction and, more significantly, outlines their target market segment. This analysis is essential, in that it provides the necessary framework to begin “packaging” attractions appropriately for Peekskill's tourism market.

Summary of Asset Conditions

As part of creating this asset inventory, each attraction was individually evaluated to determine its current condition. This included factors such as the ownership of the asset, its physical state, the location, and the investment of time and resources required to make the attraction fully operable. While more detailed information is provided in the asset inventory in the appendix, it is valuable to include a general summary here to provide context for the attractions matrix below.

The historic attractions were divided into three categories: industrial history, social/cultural history, and political/military history. Of the three, the industrial historic sites were in the poorest condition. Union Stove Works is currently occupied by a chemical cleaning company, Fleischmann's pier requires \$1.2 million in improvements to be a viable pier, and there is little remaining physical evidence of the Binney and Smith Company's history in Peekskill. The social/cultural sites are much more intact, including the Peekskill Museum, the AME Zion Church, and the National Historic Register Districts as fully operational assets. However, there are several sites of potential value but unknown condition (the Henry Ward Beecher estate and the Green residence), and Peekskill's “Yellow Brick Road” history is not developed at all. Political and military historic attractions are more mixed: sites such as the Birdsall Plaque and Monument Park are completely intact, while Peekskill's other Revolutionary War ties are relatively undeveloped. The Lincoln Plaza project will eventually be a significant contribution to Peekskill's historic attractions, but is still being developed.

In contrast, Peekskill's cultural attractions are largely operational. Arts-related attractions like the Paramount Center and the Hudson Valley Center for Contemporary Art are in excellent condition. However, while Peekskill hosts a variety of art galleries and venues, very few of them are at street-level, which limits them as effective arts attractions and creates a barrier to easy pedestrian access. Peekskill also has a diverse array of dining experiences, from fine dining (Zeph's Restaurant, Birdsall House) to ethnic foods (El Conquistador, Taormina) to cafes, music clubs, and pizza (Bean Runner Café, Division Street Grill, Di Nardo's), which are fully operational. Events like the Farmer's Market and the Peekskill Celebration are also well-developed and accessible. Peekskill's other events/festivals are somewhat

underdeveloped—in order to be fully operational the events calendar should be more active and better advertised.

The maritime assets also varied in condition. Programs/activities like the *M/V Commander* cruises and the Charles Point Council’s educational programming are in full operation. The Boatworks Project is still improving and expanding, but is not an accessible tourist asset at this point. Most noticeably, Fleischmann’s Pier is not a functional pier. In contrast, Peekskill outdoor recreation opportunities—parks and preserves, kayaking, mountain biking, etc.—are all extremely well-developed and completely useable. A fuller discussion of each individual asset is included in the Appendix in the Asset Inventory. In the matrix below, the condition of each asset is indicated by color.

Cultural Heritage Tourism Attractions Matrix

Explanation of matrix

One way to offer a clear assessment of Peekskill’s assets and attractions as they appeal to their target market segments is to create a tourism matrix (included below). This is a visual summary of the findings in this report, which combines and organizes three main groups of information: the target market segment, their most appealing attractions, and the relative condition of those assets.

The matrix examines Peekskill’s three largest target market segments: Passionate, Well-Rounded/Active, and Keeping it Light cultural heritage tourists. As was discussed above in the market analysis, Keeping it Light tourists are those motivated primarily by “fun” events or attractions, and rarely seek out cultural heritage attractions specifically. They comprise 35% of Peekskill’s Primary Market Area and a similarly high proportion of their Secondary Market Area. Well-Rounded/Active travelers are open to all varieties of activities, including outdoor recreation opportunities, and represent roughly 19% of Peekskill’s PMA and SMA. There are somewhat fewer Passionate cultural heritage travelers in the immediate area (14%), but they are 24% of the SMA. These are the tourists who are the most seriously invested in discovering cultural heritage attractions. These percentages are significantly higher than the national averages for these groups, giving Peekskill a distinct advantage.

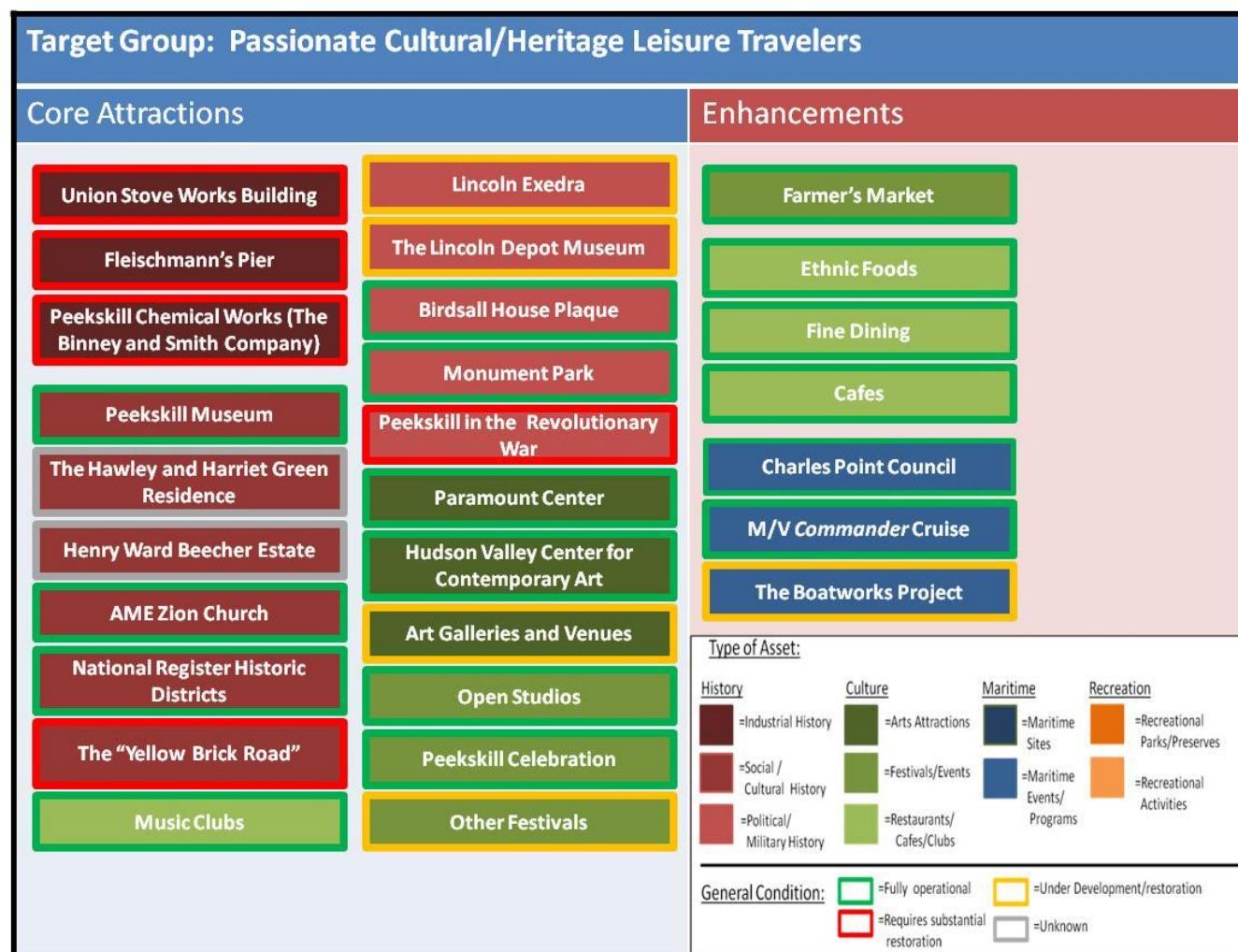
For each market segment, the matrix organizes Peekskill’s assets into “core attractions” and “enhancements.” The core attractions are the assets within Peekskill that would appeal most strongly to each group according to their interests, while the enhancements function as “extras” that improve the traveler’s experience but are not their primary draw to the area. This delineation is a visual outline of how to best package Peekskill’s assets for the three market segments.

The matrix also indicates the type of asset (historic, cultural, maritime or recreational) by color, and an approximation of the present condition of the asset. A green border indicates that the attraction is fully operational without further investment or development. The yellow represents a project that is still in progress (such as the Lincoln Plaza project) or is currently being revitalized. Assets that require a significant investment towards renovation before they could be usable are indicated by a red border, and gray designates an “unknown condition.”

Passionate Cultural Heritage Travelers

The matrix below is a visual explanation of the attractions available for Passionate cultural heritage travelers. As is clear, they have a wide variety of core attractions, including all of Peekskill's historic assets, festivals and cultural events, and arts attractions. These travelers' experience in Peekskill might be enhanced by the diverse dining opportunities or even maritime attractions. It is notable that roughly half of the historic core attractions are in need of significant renovation or of unknown condition, and two others are still in progress.

Figure III-1.

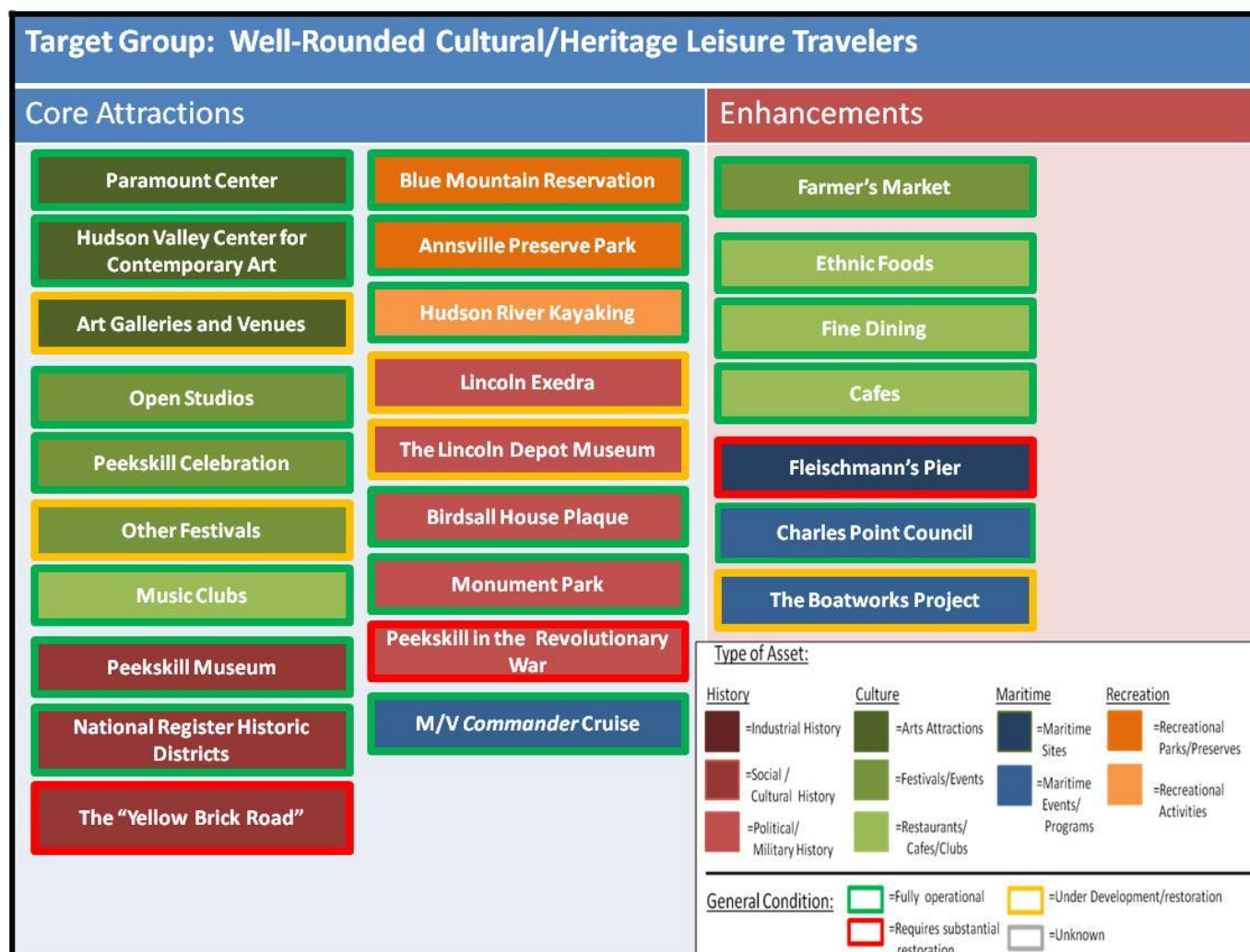


Well-Rounded Cultural Heritage Travelers

The matrix for the Well-Rounded/Active travelers looks substantially different. This group is not invested in a particular type of activity so much as they are interested in the diversity of attractions available. Their core attractions are a much more balanced mix of cultural, artistic, and historic attractions, with a noticeably high number of outdoor attractions. In comparison with the Passionate traveler matrix, it is clear that the vast majority of the core attractions for this group are fully

operational. Enhancements for Well-Rounded tourists are similar to the Passionate travelers in that they are primarily dining options and waterfront activities.

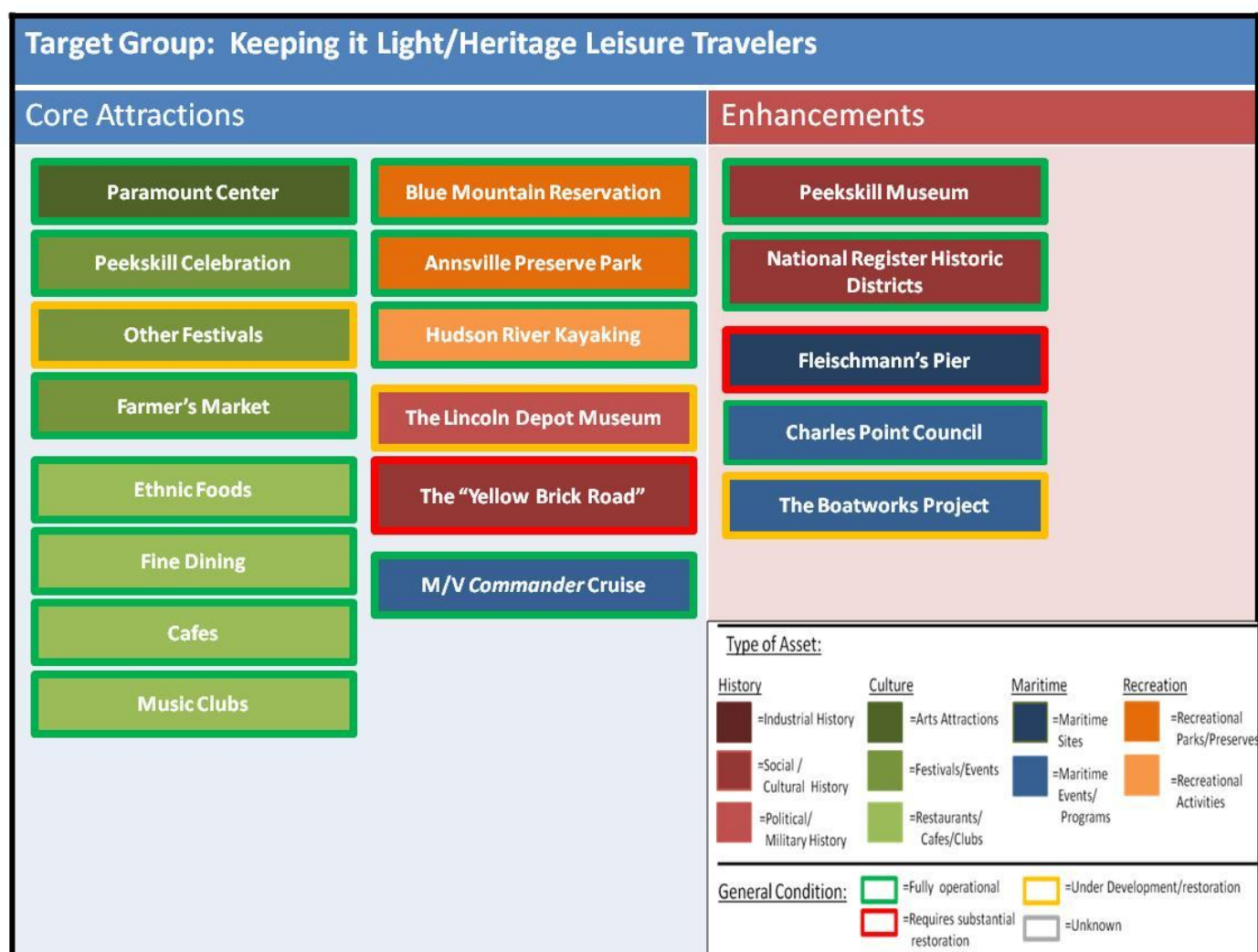
Figure III-2.



Keeping it Light Cultural Heritage Travelers

This group, interested primarily in activities they perceive as fun, has set of core attractions that includes Peekskill's festivals and events, music clubs, restaurants, and outdoor recreation opportunities. They have very little interest in historic attractions—unless it is something as high-profile and dynamic as the Lincoln Plaza. Almost all of their core attractions are fully operational, which indicates the ease of targeting this particular market segment. Enhancements for Keeping it Light travelers include historic attractions and maritime events or programs.

Figure III-3.



As can be seen from the above matrixes, Peekskill's diversity of assets is an enormous advantage. It widens Peekskill's prospective tourism market by enabling the creation of unique packages of cultural, historic and recreational attractions for each target market segment.

There are, however, practical obstacles preventing the optimum usage of these attractions. The first is the obvious concentration of "visitor ready" attractions in the cultural and recreational categories, and the great number of historic assets that need substantial development. This limits Peekskill's ability to attract passionate cultural heritage travelers, and reduces the number of viable enhancements for the other groups. The second major challenge is the poor connection between the waterfront and the downtown. In order to fully provide a diversity of experience, the two areas need to be linked (Central Avenue being the most logical corridor). These concerns are further addressed in the Strategy and Recommendations section of this report.

IV. Shaping the Core Idea

As discussed in the description of the strategic planning process, to define the “core idea” is to identify the unique and inherent truth about a place which differentiates it from its competition in ways which are meaningful and persuasive to the target audience.

The stakeholder sessions, market analysis and asset inventory enabled Fairweather Consulting to develop this “core idea” for Peekskill’s cultural heritage marketing strategy. It outlines the marketing theme, the target audience, marketing location, timing, and method, the primary regional competition, and defines a means to create an advantage over that competition.

The Core Idea: Surprising Peekskill

Linking diverse target market segments to Peekskill’s diverse cultural heritage assets

The research and analysis of Peekskill’s cultural heritage tourism assets and its potential target market segments revealed that City has a great diversity in its assets and can also reach at least three distinct segments among cultural heritage tourism travelers. Thus, the core idea of the strategy involves connecting Peekskill’s diverse target market to the diversity of the City’s offerings. We summarize that approach through the theme “Surprising Peekskill.”

Why “Surprising Peekskill?” The theme draws people’s attention to the fact that they are not aware of the full diversity of the City’s offerings. It also provides a unifying theme under which a variety of offerings can be packaged for a variety of audiences.

If “Surprising Peekskill” is used as the tagline for the strategy, it could provide a preface for every effort to reach each of the distinct target markets. Campaigns targeting the three separate cultural heritage tourism target markets can be unified under that tag line as illustrated with the following hypothetical examples:

- For Passionate Cultural Heritage Travelers: Surprising Peekskill: the home of the Washington/Lincoln Heritage Trail (a “serious” heritage experience)
- For Well-Rounded Cultural Heritage Travelers: Surprising Peekskill: the best kayaking on the Hudson (a recreational activity that can draw this segment into the City where they can discover its other offerings)
- For the Keeping it Light Cultural Heritage Traveler: Surprising Peekskill: join the Fun at the Peekskill Celebration (providing these travelers with the “fun” experiences they seek)

Thus, the strategy can pursue these distinct niches but still communicate a consistent image and message using the “Surprising Peekskill” theme.

As shown in the accompanying diagram, the Core Idea model includes seven questions whose answers define the strategic approach for Peekskill's Cultural Heritage tourism strategy. These are summarized below.

Target Audience/Market

To whom are we selling?

This answers the question, “to whom are we selling?” and provides a profile (or several profiles) of the individuals most likely to patronize Peekskill's cultural heritage tourism offerings. This was largely determined by the tourism market analysis, and includes Passionate, Well-Rounded/Active, and Keeping it Light cultural heritage tourists, as well as Peekskill residents.

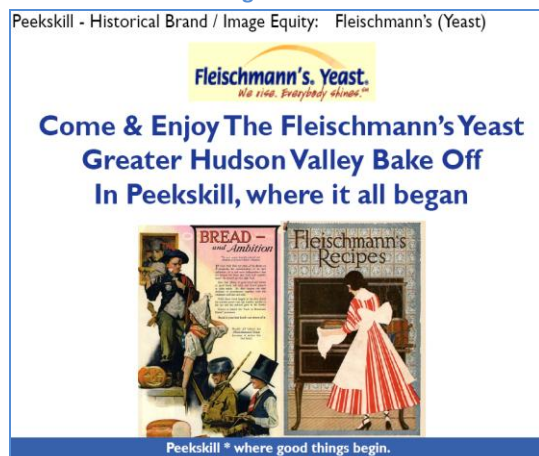
Passionate cultural heritage tourists: These are the tourists most likely to actively pursue heritage-related activities. As shown in the Market Analysis, 24.2% of tourists within a 15-30 minute drive of Peekskill may be defined as “passionate.” This is a full 10% over the national average (“The Cultural and Heritage Traveler,” 2009, pg. 53). However, in the primary market area passionate travelers are only 14% of the tourist market, and only 8% in the larger tertiary market area (over 30 minutes away). Specific profiles of passionate tourists are provided in the market analysis, but it can be generally said that their median age is between 40 and 50, and that they are relatively wealthy and well-educated. They are health-conscious, enjoy high-end cultural pursuits and visit museums annually.

Well-Rounded/Active cultural heritage tourists: This group is open to all varieties of activities, including recreational, historic, and cultural experiences. 19.2% of travelers in Peekskill's secondary market area can be defined as Well-Rounded, as well as 18% of their primary market area. The national average is 12% of travelers (“The Cultural and Heritage Traveler,” 2009, pg. 53). As a whole, these are middle-aged professionals who enjoy travelling, shopping and outdoor recreation, and who are heavily dependent on online information.

Keeping it Light cultural heritage tourists: Keeping it Light tourists are not motivated by cultural heritage activities, but will attend any event they perceive as fun. This constitutes 23% of Peekskill's secondary market area and an impressive 34% of their primary market. As with the other target groups, this is higher than the national average (12%) (“The Cultural and Heritage Traveler,” 2009, pg. 53). This group is larger, and therefore more diverse, than the others. It includes prosperous, middle-class households in the suburbs as well as in urban areas, and residents who are family-oriented and take domestic vacations.

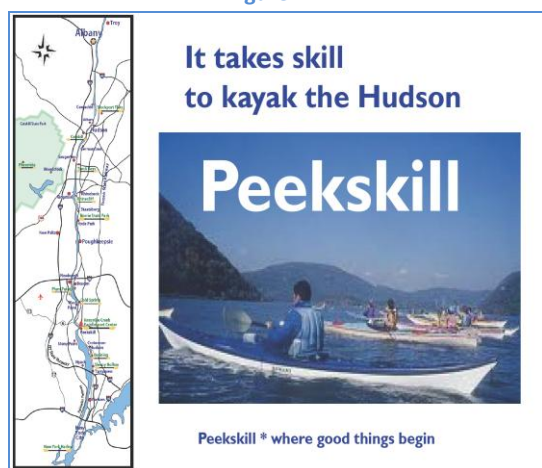
Peekskill residents: As important as it is to attract outside tourist spending, it is equally important to market this core idea to Peekskill residents. Peekskill needs to have a cohesive vision of itself in order to project a convincing and unified image to potential tourists. Local business-owners and residents—provided with appropriate information and marketing—are able to serve as highly effective “ambassadors” for Peekskill.

Figure IV-1.



Illustrative example of a marketing campaign designed to appeal to Keeping it Light and Passionate tourists.

Figure IV-2.



Illustrative example of a marketing campaign designed to appeal to Well-Rounded tourists.

Figure IV-3.



Illustrative example of a marketing campaign designed to appeal to Keeping it Light tourists.

Marketing Theme

What are we selling?

The marketing theme is an answer to the question, what are we selling? It defines the all-encompassing experience that Peekskill provides to its intended customers, and the external image that will be most compelling to its target market segments.

"Surprising Peekskill" is the tagline that was selected to best convey Peekskill's unique appeal. It advertises a Peekskill that has an extremely diverse, dynamic and fun array of assets that can satisfy a wide range of consumer interests. This theme is the most intelligent and inviting appeal to Peekskill's available market. Well-Rounded/Active and Keeping it Light tourists make up the vast majority of the target audience, and it is therefore essential to emphasize the wide variety of experiences available in Peekskill.

The images in this section are potential marketing approaches illustrating the use of the Surprising Peekskill theme. They are each aimed at one or two of Peekskill's market segments, and centered around a potential event/festival in Peekskill.

The outdoor recreation opportunities (kayaking, hiking, mountain biking, etc.) are a significant draw, particularly for Well-Rounded/Active tourists. 11% of the population within a 15 minute drive to Peekskill jogs; 10.5% bicycle, and another 5% canoe/kayak. As described in the Market Analysis above, the population in the secondary market area participated similarly.

The Keeping it Light segment is not attached to particular activities—they are willing to participate in any event/activity that seems "fun." This means that the dynamism of Peekskill's image is very important. A full events calendar—ethnic festivals, recreational competitions, gallery tours, etc—is key to creating that image.

Figure IV-4.



Illustrative example of a marketing campaign designed to appeal both to Keeping it Light and Passionate tourists.

Note that the “Surprising Peekskill” theme highlights Peekskill’s assets in ways that appeal to Passionate Cultural Heritage Travelers but also have equal appeal to the other segments. Each of these approaches attempts to use the diversity of Peekskill’s heritage cultural assets as a portfolio that can be combined in different ways to create the greatest appeal to each of the target market segments. That ability to package the City’s assets in different combinations is at the heart of the core idea of “Surprising Peekskill.”

Market Location

Where are we selling?

The market analysis considered three geographic areas that could be marketed towards: primary, secondary, and tertiary market areas. Based on their participation in tourism activities, their relative size, and the ease of marketing access, it was determined that the majority of the marketing efforts should be focused on the primary and secondary market areas.

The primary market area (within 15 minutes driving distance) includes people who live or regularly do business in Peekskill. The secondary market area (15-30 minutes) includes households that can be occasionally drawn to Peekskill to shop or dine for some particular reason/event. They are already familiar with Peekskill, and think of it as the neighboring community. The tertiary market includes all areas between 30-60 minutes away from Peekskill—most significantly, New York City. These are mostly urban areas or “second-home” rural areas, with residents who rarely visit Peekskill.

Participation in cultural heritage activities, and particularly outdoor recreation, is relatively higher in the primary and secondary market areas. While these are smaller markets, they are also more accessible and more interested than the larger tertiary market. As Peekskill’s revitalization and marketing continues, it will eventually be able to draw on the tertiary market more reliably. It will also be possible to attract the visitor market area, which consists primarily of tourists to New York City.

Timing

When are we selling?

With appropriate events coordination and planning, it is possible for Peekskill to be an ideal year-round destination. Outdoor opportunities transition smoothly from mountain biking to cross-country skiing or snowshoeing, and winter holiday events are just as attractive as summer festivals. The success of

Peekskill as a year-round destination is essentially dependent on the creation of a full and appealing events calendar.

Competitive/Persuasive Edge

Why are we selling?

A successful marketing theme defines the benefits Peekskill would provide to potential consumers, and creates a reason for them to believe that Peekskill's offerings are superior to those found elsewhere.

The benefit for Peekskill's intended audience is the core experience it can provide to each target market segment using its diverse assets. This satisfies consumers by providing a more "complete" experience than they could find elsewhere. A passionate cultural heritage traveler might be drawn to Peekskill's remarkable historic assets, but would also be able to enjoy fine dining, a theatrical performance, and an evening on the waterfront. This not only satisfies their historic interest, but gives them a memorable, complete experience.

The theme "Surprising Peekskill" communicates the potential consumer benefits clearly. It indicates that Peekskill is not a singular destination supplying a limited range of activities, but is instead an exciting series of possibilities that will create unique, memorable experiences.

Marketing Methods

How are we selling?

The analysis of Peekskill's potential target market segments, coupled with an analysis of its existing and planned assets, clearly suggests that the key marketing method for Peekskill will be "packaging" its assets to appeal to each of these target market segments.

Successful packaging means a thorough understanding of the target market segments and which assets are the most appealing to them. The cultural heritage tourism matrix is a visual explanation of this. Each figure is essentially a description of the ideal package of attractions for each group (Passionate, Well-Rounded/Active and Keeping it Light). This packaging can be achieved by using special events and promotions which are geared to highlight certain attractions to particular target market segments. Thus, the process of packaging can be implemented through the creation of a full events calendar.

As part of this effort, Peekskill's event calendar will need to be promoted among its market segments. To be successful, Peekskill's advertising efforts must be coordinated with Westchester Tourism. This is particularly true for long-reaching advertising campaigns designed to impact the tertiary market area (New York City). A greater discussion of this issue is included in the media strategy portion of the Recommendations.

Regional Competitors

Against whom are we selling?

Peekskill's most significant regional competition comes from nearby destinations that offer a similar cultural heritage experience to their prospective consumers. Peekskill's primary competition is other

Historic Hudson River Sites, which include towns like Tarrytown, Cold Spring and Beacon. Beacon has a strong Revolutionary War historical connection, a growing art community centered around Dia: Beacon, and easy ferry access from Newburgh. Tarrytown has historic Victorian architecture, a music hall, and plenty of retail opportunities. Similarly, Cold Spring has riverfront district, antiquing opportunities and offer outdoor recreation activities. These assets are viable tourist attractions which may draw the interest of cultural heritage travelers.

But, while it is important to acknowledge the regional competition, it is even more significant to recall that Peekskill is one of these Historic Hudson River Towns, and is allied with them in an effort to attract regional tourism. It is therefore essential that Peekskill continue its participation in that effort, functioning alongside other historic river towns to present an image of the Hudson Valley as a fascinating historic destination.

While still complementing the offerings of the other river towns, it is important for Peekskill to take advantage of the opportunities to differentiate itself from its neighbors. This is best accomplished by focusing on the fun and lively offerings not typically associated with historic sites. The theme of “Surprising Peekskill” addresses this by clearly indicating that Peekskill has diverse attractions. As compared to the competition, it is important to emphasize Peekskill’s *fun* and cultural dynamism as much as its historic appeal.

The core idea synthesizes market research, conversation with local stakeholders, and an analysis of existing assets. It identifies a coherent image for the City as a cultural heritage tourism attraction and defines the target audience for the City. Most significantly, the core idea provides a conceptual framework from which to establish a sequenced plan of action to build and sustain Peekskill’s competitive advantage in cultural heritage tourism.

V. Mobilizing the Core Idea: Strategy, Tactics and Action Plan

The creation of a core idea in turn gives rise to a strategy that defines the approach to realize the potential benefits of the core idea. From this emerges tactics that are the means to implement that strategy and thereby put the core idea into action. This section defines the strategy associated with the “Surprising Peekskill” core idea and recommends specific tactics or steps to implement the strategy. It concludes by detailing an action plan that sequences these tactics in a manner intended to insure that Peekskill’s Cultural Heritage Strategic Plan is implemented in a way that is affordable, effective and sustainable.

The Strategy

The primary purpose of the Cultural Heritage Tourism Strategic Plan is to maximize the return to the City of Peekskill on its cultural heritage assets, including its waterfront. By return, we mean income generated for Peekskill businesses and well as increases in tax revenues and the tax base for City government. This is accomplished through one factor: increased visitation to the City’s cultural heritage attractions, both by visitors as well as local residents. The strategy seeks to accomplish this by strengthening the connections between Peekskill’s cultural heritage assets to provide more compelling visitor experiences and by increasing the visibility of these packages of assets to the target market segments identified in the market analysis.

As discussed above, the core idea of the strategy (summarized as “Surprising Peekskill”) involves using the diversity of offerings the City either has already or could develop to assemble various “packages” of offerings to appeal to the three major cultural heritage tourism segments, along with local residents, thereby dramatically expanding the potential audience for the City’s cultural heritage tourism segments.

The Approach: a Multi-Year Campaign

The essence of Peekskill’s Cultural Heritage Tourism Strategic Plan is packaging and promoting the assets the City already has while incorporating other assets into promotions as they come on line (e.g., the scheduled waterfront investments, Lincoln Plaza, etc.). This will require a sustained multi-year effort to launch the strategy and then to configure the organizational infrastructure required to sustain it. It is our recommendation that the strategy be initiated through a 3-year campaign organized around the “Surprising Peekskill” theme. As will be described in the implementation section, this will involve a three-year financial commitment of approximately \$225,000 in total or \$75,000 per year. These resources will be required to support the packaging, promotion and coordination efforts necessary to attract the target market segments to Peekskill. As will be discussed in the implementation section, we expect the City itself to play a major role in funding the initial 1 to 3 years of this effort. We also recommend that the effort be structured in such a way as to encourage and secure private sector support for this effort both to defray the costs to the City but also to ensure active private sector participation in shaping and supporting the projects and programs that will arise from this strategic plan.

While the City government must begin the process of implementation, we recommend that this be done in a way that enables the City to “spin off” the work of the strategy once implementation is underway. This involves several key steps in terms of the approach to implementation:

- **Implement the strategy through a consultant, rather than City staff.** Implementing the strategic plan will require a focused coordinated effort. It may be easier to achieve that by retaining an outside consulting organization to conduct this effort. The contract can specify tasks and deliverables. The use of the consulting contract also will make it easier to transition the strategy to another entity should an appropriate third party be identified to serve as the lead organization for the strategy. Alternatively, if the strategy fails to produce the desired results, or can no longer be sustained, it would be easier to terminate the operation altogether if it were conducted through a consulting contract, rather than using permanent city staff.
- **Assign a private, not-for-profit organization with oversight and ownership of the strategic plan implementation.** By using a private, not for profit organization to oversee the plan, Peekskill can create a single, separate focus on the strategy itself on the part of this organization. As mentioned above, the use of a private not-for-profit it also provides a means to encourage and secure private sector support for the strategy by providing an opportunity for tax-exempt donations and by enabling interesting and supporting businesses to have representation on the board of directors of such an entity. Note: while it may be possible that an existing not-for-profit organization would have the interest and capacity to undertake this effort, it may be simpler and more straight forward to create a new organization specifically for this task.
- **Monitor results and adjust accordingly.** The strategic plan provides a broad outline of initiatives to be undertaken to implement it. The precise initiative should be modified and adjusted according to how well they serve the needs of Peekskill’s cultural heritage tourism sector. As described in the implementation section, some of the factors that could be monitored to evaluate the success of the strategy’s initiatives include the following:
 - Sales tax collections: at the present time, sales tax receipts are not disaggregated below the County level. At least one county in New York State, the County of Warren, does have its sales tax collections disaggregated by municipality. It may be worth exploring the possibility for Westchester’s collections to be disaggregated to facilitate tracking the effect of the strategy on retail sales activity in Peekskill.
 - Investment in waterfront area: At the beginning of implementation, the City can identify vacant and underused properties in the waterfront area and the downtown/historic district areas and simply monitor the status of those properties over time. In addition, to vacancy and use, it may be possible to monitor value per square foot of various uses within the City or within key districts such as the waterfront area, Central Avenue corridor and downtown/historic district areas.
 - General Business Conditions: While it is important to be able to track general business conditions in Peekskill to assess the success of the strategy, very little data is

systematically gathered and released about business conditions at the municipal level. One way to monitor these trends at least anecdotally would be to create a business roundtable that brings businesses together on a regular basis (e.g., annually or semi-annually) to discuss trends they see in Peekskill's retail and tourism trades.

- Visitation at events as reported by event organizers and recorded over time: Most event sponsors generate estimates of visitation through ticket sales or other means. These estimates should be recorded over time to monitor any changes in the success of such events.
- Media tracking: by promoting the strategy through digital media such as websites, Facebook and other social media, Peekskill should be able to track usage of those materials by potential visitors, providing a better understanding of levels of use and interest as well as experiences and cultural heritage topics that are of the greatest interest to users of the social media platforms through which Peekskill promotes its cultural heritage tourism strategy.
- Private sector support: the clearest measure of the success of the strategy may be whether or not the private sector in Peekskill eventually believes the strategy and the organization implementing it are worthy of financial support. If the strategy is overseen by a not-for-profit organization, that organization should eventually be able to draw upon the private sector for a significant portion of its required operating revenues.
- Lodging tracking: request the participating hotels to provide periodic reports on their occupancy by category, and where possible, compare it to prior periods of time. This measure will reflect whether the proportion of rooms being sold has attracted more tourist business.

Tactics

This section outlines a series of recommendations or tactics to implement this strategy. They are grouped into three categories: building visibility, enhancing existing assets and creating new assets through major long-term capital improvements that strengthen the visitor experience in Peekskill.

Building Visibility

This group of tactics is geared to improving awareness of Peekskill's assets among the target market segments. It includes the following:

Creating an Events Calendar

Peekskill has already had significant success attracting visitors with such events as the Peekskill Celebration, the 4th of July Fireworks, First Fridays Studio Walks, etc. In order to increase the visibility of Peekskill among its target market segments, those events should be organized into a single calendar of events to highlight the full diversity and extent of the City's offerings. Available through a central web location and appropriate print materials, the events calendar would be the cornerstone for Peekskill's

cultural heritage tourism strategy. The Calendar would be the most comprehensive expression of the core idea of “Surprising Peekskill,” demonstrating the diversity of offerings available in the City. It should also serve as the foundation for Peekskill’s media plan, providing the subject matter for the individual press releases and other vehicles that will serve as the major forms of outreach to the media and public under the “Surprising Peekskill” theme.

Establishing a Media Plan

Peekskill’s Cultural Heritage Tourism Strategy should be based upon a simple and direct media plan. As indicated above, the City’s events calendar is the centerpiece of this plan. Press releases announcing each event on the events calendar would be sent to media outlets in Primary and Secondary Market areas. (See the media contact list in Appendix 3). These releases would describe the featured event in the context of the “Surprising Peekskill” theme and the particular target audience(s) which it is intended to attract. It is recommended that each release conclude with a brief summary paragraph tying the particular event to the larger theme, such as:

[The highlighted event] is part of the ongoing series of celebrations, concerts and other activities that highlight the historic character, cultural diversity and just plain fun that can be found in surprising Peekskill. To learn more, visit our website at [website name], or find us on Facebook at [Facebook page name].

Due to Peekskill’s large Hispanic population, it may also be beneficial to include Spanish media as part of the media plan. This may include ads in Spanish-language newspapers and readily available translations of tourism materials.

The Central Role of the Web

Indeed, to the extent possible, all media outreach should seek to drive traffic to the associated website and/or Facebook page. This is for several reasons: First, as the Cultural Heritage Traveler study indicates, all manner of cultural heritage travelers are increasingly relying on the web for travel and event information, with Facebook (along with Google and Yahoo) a particularly important resource.

The other reason to drive traffic to the web is to use it to gather better information about travelers to Peekskill. This can be especially valuable, given the

Table V-1.
Web Usage: Cultural/Heritage Travelers Versus Non Cultural Heritage Travelers.

Sites	Cultural/Heritage Travelers	Non Cultural/Heritage Travelers
Google.com	67%	56%
Yahoo.com	55%	48%
Facebook.com	42%	37%
Youtube.com	41%	27%
Weather.com	36%	20%
Wikipedia.com	35%	15%
Craigslist.com	34%	22%
Travelocity.com	27%	15%
Expedia.com	26%	12%
CNN.com	25%	9%

Source: Mandala Research, *The Cultural & Heritage Traveler*, August 2009.

predilection of these travelers to use the web. Among other things, once the potential visitors are directed to a website and/or Facebook page, there is the potential to secure their email address and other contact information.

Even more important, Peekskill could then use web-based promotions to begin to monitor visitor responses. For example, each media release announcing an event could be accompanied by the placing of a promotional coupon on the website and/or Facebook page, providing for a dinner special at a restaurant, a free shuttle bus ride, a discount for a boat tour, etc. By tracking the extent to which these coupons are downloaded and then actually used, the City would be able to generate data on both the effectiveness of a particular event and visitation patterns in general.

Coordination with Westchester County Tourism

As indicated above, the media outreach by Peekskill associated with each event on the events calendar would consist of a web presence and releases to news media in Primary and Secondary Market Areas as defined in the market analysis (essentially, Peekskill and the greater Westchester County area). It is also important that these events be promoted to the Tertiary Market area (i.e., New York City and beyond). This aspect of the media plan should be closely coordinated with Westchester County Tourism. By itself, the City of Peekskill does not have the resources to create a media presence in that market that would enable the City's regular offerings to rise above the "noise" in the world's busiest media market. Therefore, Peekskill's approach to the New York City metro market should be to leverage Westchester County's presence, providing materials and web links that the County Tourism promotion office can include in its ongoing efforts to reach this larger market.

Highlighting and Enhancing Promotional Efforts of Event Sponsors

It must be noted that this media outreach is not intended to replace the advertising and promotion normally done by sponsor of such events as the Peekskill Celebration, First Fridays, etc. Indeed, it is expected that event sponsors will conduct their own promotion and marketing efforts. The purpose of this media plan is essentially to create a single conduit for information on cultural heritage events in Peekskill that sponsors can use as part of their efforts to build an audience for their individual events. At the same time, the creation of this conduit should provide a more direct link between the cultural heritage target market segments and the full range of events in Peekskill which are likely to be of interest to them.

The Special Case of "Signature" Events

As is discussed below, the tactics of this cultural heritage tourism strategy include creating "signature" events beyond the existing array of offerings in the City. These are intended to be high-visibility/high-impact events to expose visitors from all geographic markets and target market segments to Peekskill's cultural heritage events. It is expected that, for these events, the City (or in subsequent years, the not-for-profit charged with administering the strategy) will either sponsor or secure sponsorship for media advertising and promotion. This may include placing paid ads in the regional media, working with Westchester County Tourism on promotions with MetroNorth and other appropriate outlets. The precise nature of the City's role in securing this advertising and promotion will vary depending upon the

nature of the event and the sponsors and co-sponsors involved. But these signature events represent the one place in the media plan where the City should be involved in securing paid advertising and promotion as part of the cultural heritage tourism strategic plan.

Engaging Visitors through Web-based and SmartPhone-based Applications

As indicated above, this media plan would seek to engage visitors and potential visitors through traditional outreach to the news media. But thanks to advances in technology, there are other opportunities to use digital technology to reach Peekskill's target market segments. For example, interpretive materials available to visitors at historic sites and trails have traditionally been provided through rack cards, brochures and maps. Increasingly such on-site interpretation is being shifted to digital applications available to the visitor through the Web or through their cell phones. We recommend that, to the greatest extent possible, Peekskill use this approach when preparing and/or disseminating interpretive materials. This has the same advantages as the use of digital materials in the general media outreach: it provides the material in a format that is increasingly sought by cultural heritage travelers. It also provides opportunities to gather better information about visitors and their preferences so that the City and other cultural heritage stakeholders can better meet their needs.

Capturing Existing Brand Equity through "Signature" Events

One of the keys to raising the visibility of Peekskill is to emphasize existing events and initiate several new events that enable the City to build upon strong brand equities that the City has at its disposal. Simply put, brand equity occurs when one's product or location is associated with a particular image or idea that is viewed very favorably in the marketplace. The Peekskill Celebration is a clear example of a signature event that has been successfully initiated and maintained by a private organization working in cooperation with the City and other stakeholders. In addition to the ongoing success of the Celebration, Peekskill has several instances of brand equity it should exploit. These include its association with presidents Washington and Lincoln, Peekskill Chemical Company and Crayola as well as Fleischmann's Yeast and its longstanding maritime history. This tactic would involve creating large signature events organized around each of these opportunities. In creating these signature events, there may also be opportunity for partnering with other regional townships. The events could include the following:

- *Peekskill International Crayola Art Festival:* The City should seek support from the Crayola Corporation (formally the Peekskill Chemical Company) to sponsor a weeklong festival which could include juried arts shows with works made using Crayola crayons and other Crayola products as well as children's drawing contests and other activities organized around this theme.
- *Fleischmann's Yeast Greater Hudson Valley Bake Off:* Similar to the Crayola Art Festival, the City would seek to create this event with sponsorship from Fleischmann's Yeast (i.e., Standard Brands Corporation). This would include baking contest using Fleischmann's Yeast with Hudson Valley grown food products.
- *George Washington Festival:* This event would build upon the fact that Washington and his troops were encamped in Peekskill during critical times of the Revolutionary War. One way to

build such a festival (as illustrated in Figure IV-3) would be to organize it around some well known aspect of the Washington story: in this case the apocryphal account by which Parson Weems linked Washington to cherry trees. This example is used because its whimsical and culinary nature could appeal to all three target market segments, the fun and food directed at the “Keeping it Light” segment, as well as the “Well-rounded” segment, while more substantive development of Washington’s role in Peekskill would appeal to the “Passionate” cultural heritage traveler.

- *Lincoln Day Celebration:* Peekskill already has a strong tradition honoring and celebrating Lincoln’s visit to Peekskill. As the Lincoln Plaza is completed with renovation of the Lincoln Depot and construction of the visitor’s center, it will be possible to create a truly signature celebration on the impact Lincoln and the Civil War had on Peekskill and its history. The celebration can be organized to have features that appeal to all three target market segments.
- *Peekskill Celebration/Maritime Festival:* The Peekskill Celebration already draws over 20,000 people to the waterfront each year. There is potential to expand this festival as the City’s waterfront continues to develop and (as is discussed below under the “Capital Investments” tactics) it develops greater capacity to host tour boats and the National Maritime Center proceeds with plans to build a full-scale museum.
- *Ethnic Heritage Celebrations:* Peekskill’s ethnic diversity makes it a prime candidate for successful ethnic heritage celebrations. The Hudson Valley Irish Fest and last year’s initial Italian Fest both drew thousands of visitors, indicating the potential for similar types of celebrations.
- *Races:* Competitive running, bike races or kayaking are natural draws for the Well-Rounded Active cultural heritage tourism travelers. If organized by an existing club for runners, bikers and/or kayakers, the City’s involvement can be much less, with much of the logistics and promotional activities being taken on by the sponsoring organization.

Generally, Peekskill would act as the catalyst for signature events, seeking partners and/or sponsors to help launch them. (As indicated above, the one type of event that may require less active involvement on the part of the City is the races.) For nonracing events, the City would be involved in securing a sponsoring/coordinating organization which would in turn assemble a weekend’s worth of programming, develop a promotional campaign, etc. in cooperation with Westchester County Tourism. For some of these events, existing organizations may be willing to spearhead the effort (e.g., the Lincoln Society may be the natural organizer for a Lincoln-themed event), others may depend upon direct City leadership until an appropriate sponsor/organizer can be identified.

It is important that these events be well-publicized, well-organized and thereby create and/or reinforce a positive image for Peekskill and its cultural heritage tourism assets. Maintaining that level of performance and meeting such expectations will require the commitment of substantial resources from all organizations helping to create such events. It is therefore recommended that only one such signature event be created in any given year and that the City should consider staging no more than three or four such events for any one calendar year.

Packaging Peekskill's Assets

As was discussed in the assessment of assets, Peekskill's attraction as a cultural heritage site can be significantly enhanced if its diverse assets can be grouped in packages that appeal to each of the target market segments. The section on assessment of assets outlines the various ways in which these packages can be constructed. The next step would be to create promotional materials (e.g., brochures, rack cards, with special emphasis on a web presence) that describe these packages of related assets and the type of experiences they can provide for each target market segment.

As outlined in the Assets Inventory section, these packages should include the assets most directly appealing to a particular market segment (e.g., Revolutionary and Civil War-related sites for Passionate Cultural Heritage Travelers) along with enhancements that would generally add to the visitor's experience (e.g., restaurants, galleries, concerts, etc.). Creating and describing itineraries organized around the interests of each target market segment makes it clear to potential visitors that the Peekskill experience is not about visiting one attraction or destination, but is a full-day or potentially multi-day experience.

Enhancing Peekskill's Cultural Heritage Experience

In addition to improving the visibility of Peekskill's assets, it also recommended that the City take several steps to improve the visitor's experience of what the City has to offer. This includes several specific recommendations to enable visitors to the City to more easily find and experience cultural heritage attractions throughout Peekskill.

The Targeted Use of Heritage Trails

At present, many of Peekskill's cultural heritage tourism assets are isolated from one another in ways that make it difficult for visitors to find and fully appreciate them. For example, while it is only a half-mile from the Lincoln Depot by the waterfront to the Paramount Center in the heart of downtown, making this connection can be difficult for both drivers and pedestrians. This can be a major impediment for visitors seeking the diversity of attractions promised by the "Surprising Peekskill" theme. One way to overcome the perceived isolation of Peekskill's cultural heritage tourism assets is to group them into various heritage trails that can be explored by visitors.

These can link similarly themed assets in walking and/or driving trails. As mentioned earlier in this report, it is recommended that these interpretive trails be created using traditional maps and signage, but also by employing web-based and smartphone-based digital applications. This has the potential to provide a rich, multi-media interpretation for visitors. It also provides the City with a means to gather data on visitors to better understand their interests and provide an even better experience for visitors over time. The New Media Group (www.newmediagroup.org), a student club at the Center for Digital Media at Westchester Community College has expressed an interest in preparing such materials for Peekskill's heritage trails. Information about the Center and its interest is included in the appendices to this report.

The potential exists for trails involving several themes:

- George Washington and the American Revolution
- Abraham Lincoln and the Civil War (including the Underground Railroad)
- Peekskill's Industrial Past
- "Creative Peekskill" linking the Hudson Valley Center for Contemporary Art, local galleries, and "the Yellow Brick Road" associated with L. Frank Baum in an exploration of Peekskill's role in arts and innovation in the United States.
- A more specific Art Walk, linking Peekskill's galleries, outdoor art, and the HVCCA.

These trails will enable visitors to easily find the assets that attracted them to Peekskill in the first place. It is also a way to move these visitors through the City and incidentally acquaint them with attractions they may find appealing but had not thought to seek out. (This will be a particularly valuable aid for the "Active/Well-Rounded" travelers who are open to a variety of experiences.) NOTE: it is important that these trails begin and end in established nodes of activity in the City. This makes it easier for those using the trails to find the trail's point of origin. It also means that when visitors complete the trail, they are surrounded by opportunities to dine and shop and otherwise enjoy the full diversity of Peekskill's cultural heritage offerings. Thus, logical termini for the trails include the Lincoln Plaza visitors' center (when completed), the Hudson Valley Gateway Chamber, Riverfront Green Park and even City Hall.

Allowing Bed & Breakfast Establishments

There are several simple changes in local policies that could improve the visitors' experience. One would be to allow for Bed & Breakfast establishments within the City. Overnight lodging is a considerable constraint in Peekskill at this time. The Inn on the Hudson is at the beginning of upgrading its rooms to better accommodate the needs of cultural heritage travelers. But even so, the Inn gets substantial business from nearby Camp Smith and from West Point-related activities. So it is limited in the amount of lodging it can provide. The new Holiday Inn Express will be a major addition, although it will only add approximately 70 rooms to Peekskill's inventory. Allowing B&B's in the City will help alleviate a key weakness in Peekskill's ability to host cultural heritage tourism, while providing economic opportunities for homeowners in the City.

Creating Incentives for First-floor Art Galleries

One of the constraints facing Peekskill is the lack of first-floor gallery space in the downtown area. This can be addressed in several ways. For example, low-cost loans from the New York Main Street program can be used for internal renovation of space, providing it serves a residential purpose. This may provide artists with an affordable means for creating "live/work" space in the downtown area with gallery space on the first floor, and living space above. In addition, it may be possible to create artist "coop" space in the City whereby gallery space is shared by a cooperative of artists. One example can be found in Montpelier, Vermont in which a cooperative has operated the "Artisan's Hand" gallery for many years.

Strengthening Linkages through Shuttle bus service

Another approach to enhancing the visitor experience is to link the downtown and waterfront through the use of shuttle bus services during events. This has been successfully implemented during the Peekskill Celebration and should be implemented on a trial basis at other "signature" events.

Major Capital Improvements

The final set of tactics to implement the Peekskill Cultural Heritage Tourism Strategic Plan is to undertake major capital improvements that expand, upgrade or strengthen the connections among Peekskill's Cultural Heritage Tourism assets. They are listed below.

Waterfront Trail

The waterfront trail includes a trail and planned improvements that extend the entire length of the City's waterfront, from the Annsville Creek south to Fleischmann's Pier and Travis Point. This includes multi-use trails, gazebos, overlooks and decking in Riverfront Green South and Travis Cove and Travis Point. This project is the cornerstone for the waterfront's contribution to the Cultural Heritage Tourism Strategic Plan. It opens the waterfront up to extensive public use and dramatically increases the ability of that area to serve as a focus for events, including festivals, races of all types and community gatherings. The presence of the trail will also make it much easier for visitors and residents to outdoor recreation activities such as hiking and boating with visits to the forthcoming Lincoln Depot museum and the planned National Maritime Center museum, further strengthening the concept of the diversity of experiences available in "Surprising Peekskill."

Lincoln Plaza & Lincoln Visitor Center

This will involve creating a new City Park that could help strengthen linkages among the City's waterfront amenities while also creating a gateway that links the waterfront to Central Avenue and the downtown area. The Plaza will also contain a public gathering space for events, an important asset for the Cultural Heritage Strategic Plan. The two-story 4,000 square foot visitor center would be a major lynchpin for the Strategic Plan. It will orient visitors to Peekskill and provide interpretive materials on Lincoln and other aspects of Peekskill's history and culture. As discussed above, the Visitor's Center would be a logical terminus for cultural heritage trails.

Improved Tourboat Accommodations

Enhancing the ability of travelers and residents to access the Hudson River and surrounding area by tourboat will dramatically strengthen Peekskill's attractiveness as a cultural heritage tourism destination. This can be accomplished through two types of capital improvements: a relatively modest enhancement of amenities at the existing docking area at Riverfront Green Park, and the full renovation of Fleischmann's Pier to expand Peekskill's capacity to host all manner of vessels.

Riverfront Green Enhancements

While Riverfront Green Park already serves as a landing for the M/V Commander, several modest improvements would make it an even better location for such activity. Installation of shore power would enable tourboats to dock overnight and/or use the dock as "home base" for a seasonal operation. In addition, the docking capacity at Riverfront Green Park can be expanded through the use of portable "spud barges." These docks consist of a floating deck held in place by pillars (i.e., spuds) that are driven into the river floor. The advantage of such docks is that they can be moved on a seasonal basis, with the spuds being lifted out of the river floor by cranes.

Fleischmann's Pier Renovation

The renovation of Fleischmann's Pier would dramatically expand the opportunities for events and maritime-based activity along Peekskill's waterfront. Restoring the safety of the dock for pedestrian/fishing use will enable the return of these long-standing shore-based uses to the Pier. If the dock can be fully restored to accommodate large boats (including the addition of a spud barge off of the long narrow pier itself) this could potentially provide Peekskill with one of the best deepwater docking facilities north of New York City. In the long term, this would enable the Peekskill waterfront to provide deepwater docking for large cruise ships heading up the Hudson River. This could open a new set of opportunities for tourism in Peekskill.

Central Avenue Improvements

Providing visitors and residents access to a variety of attractions and experiences is at the heart of the "Surprising Peekskill" concept. One physical constraint facing Peekskill as it seeks to provide a diversity of experiences is the weak connection between the waterfront and the downtown area. A previous study by ADL III architecture documented the problems with those connections and made recommendations for streetscape improvements that would make it more pleasant for pedestrians and motorists to travel along Central Avenue between the waterfront and downtown. This includes streetscape improvements to make the corridor more pedestrian friendly as well as signage to highlight the corridor's history and to orient visitors to nearby cultural heritage tourism assets. This effort would be enhanced by having some of the cultural heritage trails described above include at least part of the Central Avenue corridor in their itineraries. But in the long term, using Central Avenue to build stronger physical connections between the waterfront and downtown will be an important contribution to Peekskill's Cultural Heritage Tourism Strategy.

VI. Implementation and Business Plan

The Work Plan

Implementation of the Cultural Heritage Strategic Plan should be done in a manner that allows for careful evaluation and monitoring of its results, while providing the City with the flexibility to alter or even abandon the effort with relative ease. Consequently we recommend a two phase process for implementation: initiation and evaluation & institutionalization. Project initiation would involve three years during which the major initiatives of the strategy would be launched. Following that third year, the strategy would be evaluated and, as necessary, modified and even abandoned should the situation warrant it. If the decision is made to continue the effort, then this phase would involve institutionalization of the Cultural Heritage Strategic Plan. During this phase, the responsibility for the Strategic Plan would be permanently housed in an appropriate organization, creating a permanent public/private partnership to sustain the effort indefinitely.

Phase 1: Initiation

The first phase of the initiation would involve a three-year, \$220,000 commitment by the City of Peekskill to the Strategic Plan. The City would use these funds to retain a consulting organization to oversee the strategy implementation for three years with a contract that was annually renewable.

The use of a consultant would enable the City to undertake this effort with maximum flexibility, devoting significant resources to the effort, but, at the same time retaining the ability to alter or end the effort as circumstances warrant. Once retained, the consultant would undertake a work plan involving implementing the tactics described in section above. Figure VI-1 summarizes how that work would proceed. At the end of the three year engagement, the consultant would be expected to provide a report evaluating the strategy's success to date and providing recommendations on how to proceed at that point.


During this initiation phase, key metrics would be established and monitored. These would be of two types as listed below.

Process related metrics

As part of implementing the Strategic Plan, the following activities would need to be completed in the first three years of implementation:

Figure VI-1.

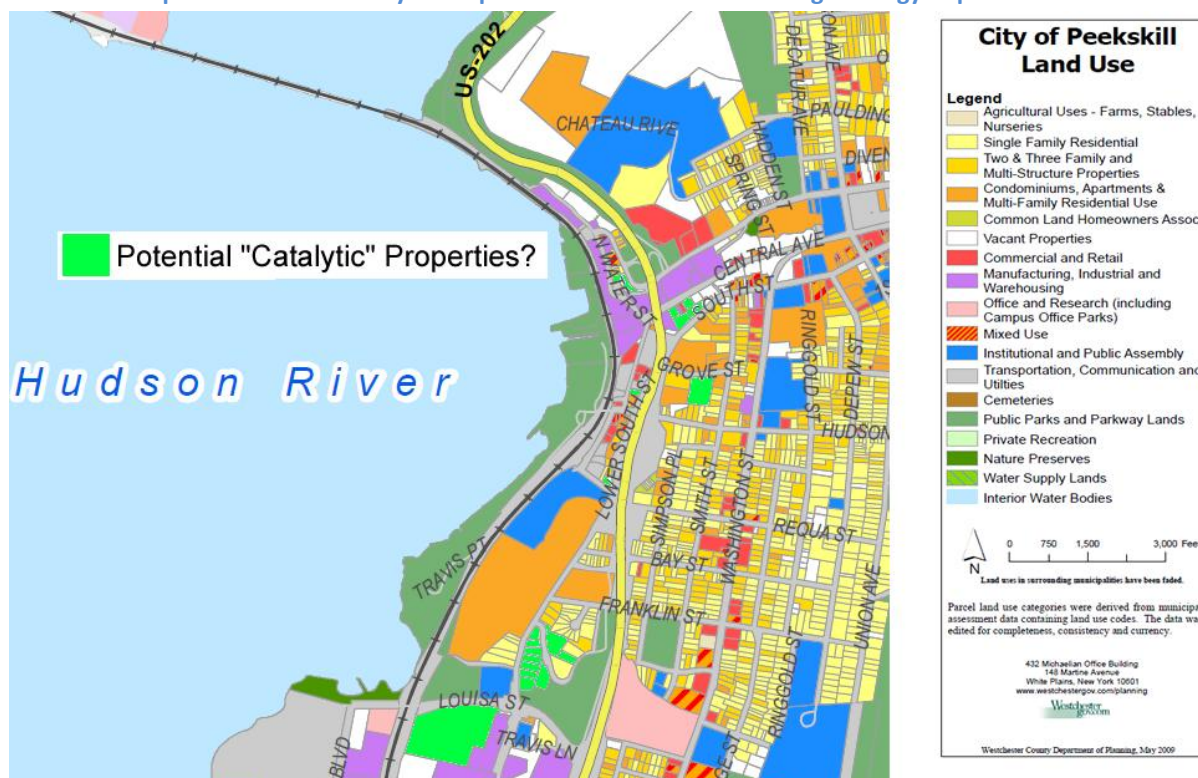
Work Plan for Peekskill's Cultural Heritage Tourism Strategy

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						

- Establish Cultural Heritage Tourism advisory committee to advise the consultant on strategy implementation. Members of this group would include representatives from the Historical Society, Historic District, Peekskill Celebration, BID, Chamber, Paramount, HVCCA, Hotels, Lincoln Society, National maritime center, etc.)
- Create events calendar & web and social media presence with tracking capability through the use of Facebook, Google analytics and related applications.
- Implement the media plan, tying press releases and publicity to events and “Surprising Peekskill” theme.
- Establish working relationship with Westchester County tourism for promotions and packaging
- Identify list of vacant/under-used parcels or parcels in key land uses that will be monitored during this phase. These parcels would serve as the bellwether for the plan. If the strategy is succeeding, they should experience redevelopment and/or increases in value as a result. Figure V-2 below indicates some parcels that could potentially be included in this metric.
- Create event tracking system to annually gather data on attendance at events included on events calendar. This may be tied into the City’s permitting process for events, during which applicants could be referred to the project consultant to report event attendance upon completion.
- Create/catalyze at least 1 new “signature” event along the lines describe above, enabling Peekskill to capitalize on the existing brand equities it possesses.

Figure VI-2.

Example of Potential Catalytic Properties to be Monitored During Strategy Implementation



Outcomes-based metrics

These would be established and monitored to determine the extent to which the Strategic Plan implementation is successfully building Peekskill's Cultural Heritage Tourism sector. These metrics include:

- Grow Peekskill's cultural heritage tourism web presence/audience at rate equal to the rate required to meet business plan targets for visitation outlined below. As shown in the business plan below, these are very aggressive targets, ranging from 100 percent in the first year to a 900% increase in activity by the end of five years.
- Grow reported attendance at events at rate equal to the rate required to meet business plan targets for visitation as described above.
- Document rates of increase in the value/square foot of key properties that are faster than for Peekskill as a whole and/or evidence of significant redevelopment among these properties.
- Secure external support from local business and grants to cover at least one-third of operating expenses by Year 3. This will indicate that the strategy is perceived as valuable by the business community and that it may be possible for the effort to eventually become self-sustaining.
- Document that an additional 100 hotel/motel/B&B beds are either available in year 3 or planned for availability by year 5 of the plan. As is discussed below in the business plan, one of the most important ways for Peekskill to reap the benefit of cultural heritage tourism is by increasing

overnight stays in the City. This brings with it greater visitor spending and more tax benefits to the City itself. Unless the number of beds is expanded (included those available through B&Bs, the strategy is unlikely to provide the desired return to the City (Note: when it comes on-line in 2012, the Holiday Inn Express will add 72 beds, going a long way toward fulfilling this metric.)

Phase 2. Evaluation & Institutionalization

After year 3, the City needs to decide whether to continue the Cultural Heritage Tourism strategy and, if so, in what form. The project consultant would provide a report to the City Council on attainment of the activity-based and outcome-based metrics, an overall assessment of the strategy's performance against those metrics. The report would include recommendations for the approach to continue the strategy, if merited. This would address the long term organizational infrastructure required to support the strategy.

If the recommendation was made to continue, the activities of the strategy would be organized under the aegis of a not-for-profit organization that would have the capacity to be engaged by the City under contract to continue the work of the strategy as well as to receive grants and tax-deductible contributions from the private sector to support the work of the organization. Depending upon the needs of the organization at that time, it could be created as a 501-c-3 educational organization or a local development corporation. The key would be to establish a working board of directors with strong ties to Peekskill's cultural organizations and hospitality sectors.

The Business Plan

Table VI-1 provides a six-year budget for the Cultural Heritage Strategic Plan, with projected revenues and expenditures. It shows the level of new visitation required to be generated in order for the expenses associated with the strategy to eventually be offset by revenues in the form of business support and new tax revenues to the City. There are two critical success factors for this plan.

Aggressive growth in new visitors/days

The success of the plan requires significant growth in new visitor days. The visitor/days projected in the business plan are above and beyond Peekskill's current levels of visitation. While there are no hard and fast figures to date, it is generally known that the Peekskill Celebration draws in 20,000 spectators, the Italian Fest was able to bring in 7,000 to 10,000 visitors and that the Paramount draws approximately 50,000 to 60,000 visitors per year. The numbers in this table would represent visitors above and beyond those current levels. This would be achieved by an expanded range of events in the strategy's events calendar or by increasing visitation at existing events and institutions above current levels. To be most effective, these visitor days should represent people coming in from outside Peekskill. This isn't necessarily a hard and fast rule since Peekskill residents that attend local events often make purchases of food and goods (e.g., gifts, etc.) that they otherwise would not make. In any event, this business plan can only succeed if Peekskill is able to dramatically expand visitation.

Table VI-1.
Business Plan for Peekskill's Cultural Heritage Tourism Strategy

Operating Plan						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
EXPENSES:						
Personal Services in Hours						
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
Other Expenses:						
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
TOTAL EXPENSES:	\$ 75,000	\$ 75,600	\$ 63,000	\$ 71,800	\$ 71,800	\$ 71,800
REVENUES:						
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
TOTAL REVENUES:	\$ 2,520	\$ 5,040	\$ 15,080	\$ 33,130	\$ 55,966	\$ 70,966
NET COST (SURPLUS):	\$ 72,480	\$ 70,560	\$ 47,920	\$ 38,670	\$ 15,834	\$ 834

*(e.g., one person visiting for two days constitutes 2 visitor/days)

Increase in Overnight Stays: One of the assumptions in the table is that, by year 3 of the plan, Peekskill is able to attract new overnight visitors at the rate one-half of visitors to Westchester County as a whole as revealed in the visitor survey conducted for the 2006 ROI study for Westchester Tourism. The business plan further assumes that by the 5th year of the plan, there are enough beds in Peekskill (through the construction/expansion of hotels and motels and the creation of B&Bs), so that visitors to Peekskill are just as likely to stay overnight as the Westchester County visitors surveyed in 2006. That increase in the share of overnight stays is essential to generate the spending levels necessary to support the plan.

The City of Peekskill's major supporting role: This strategic plan has outlined a program for cultural heritage tourism to be implemented through a work plan undertaken by a consulting organization overseen by a local advisory board. In order for this effort to succeed, the City of Peekskill must support this program in three ways.

Seed Funding: The City of Peekskill is the single most important catalyst for this strategy. It must secure the initial \$220,000 in seed funding to launch it.

Capital Investments: It is equally important that the City complete the \$12.1 million of waterfront-related projects for which it has funding. The completion of this construction will create an important

platform for the City to attract all three of the target market segments identified in this strategic plan. Tourboats and other maritime related activities will provide important attractions for visitors. Similarly, the Lincoln Plaza and Visitor Center projects are a centerpiece for holding events in the City and providing visitor orientation services that will enable visitors to appreciate important aspects of Peekskill's history and to access the diversity of offerings found here.

Lodging: The ongoing renovation of the Inn on the Hudson and the coming of the Holiday Inn Express are essential if the City is going to reap the full benefits of cultural heritage tourism. But as indicated above, even more beds are required if the City is to attract sufficient overnight stays that will provide the visitor spending necessary for the strategy's success. The City must remain committed to developing more lodging, both by permitting B&B's to operate, and by continuing to encourage other forms of lodging that may range from hotels/motels to specialty inns.

Alternative Approach: Gradual Implementation

While the implementation section of this report calls for a 3-year comprehensive approach to implementing the strategic plan, it is also possible to take a much more gradual approach. The advantage of this would be to dramatically reduce the financial commitment required of the City for implementation. The disadvantage would be the loss of concerted, larger-scale effort to build the City's heritage tourism visitation.

Under the gradual approach, the City would 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. At the same time, the City could encourage the creation of one "signature" event in the year following the creation of the events calendar to be held two years after the creation of the calendar.

In that third year, the City could work with sponsoring organizations to carefully monitor the attendance at the events on the calendar and at the signature event. As part of evaluating the effectiveness of this approach, the City could set the goal of a total of 10,000 visitors at the initial "signature event. In addition, the 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). If attendance reaches that level, it may be worth the City consider full implementation of the plan, including financing of the consultant position. If the growth in attendance does not approach the targets in the business plan, the City could maintain a gradual approach to cultural heritage tourism. This might include continuing some staff support toward the events calendar, and possible participating in a broader effort to launch a second "signature" event by the fifth year after implementation.

VII. Economic Impact

Summary of Economic Impacts

Table VII-1. provides an overview of the economic impact of fulfilling the business plan for the Cultural Heritage Tourism Strategic Plan. This assumes that the City would be attracting an additional 50,000 visitor days per year, with those visitors making overnight stays at the same rate as the typical visitor to Westchester County. (See the “economic impact methodology” section below for further explanation of the assumptions used in this analysis.) As shown in the table, full implementation of the strategy would produce 38.6 new jobs in the City with \$1.2 million in labor income, both stemming from an overall increase of \$2.8 million in economic activity in Peekskill. This activity in turn would produce \$40,966 in new tax revenues within the City, \$35,041 in City property taxes and \$5,925 in sales taxes within the City that would contribute to the local share of the sales tax.

Table VII-1. 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: 2011 Minnesota IMPLAN Group, Inc.			

If new visitation can be built to this level, the tax revenues generated would largely cover any outlay the City would have to make to support the strategy. In addition, by that point, the activity stemming from the strategy would be supporting almost 40 jobs within the City. These benefits would be supplemented by the one-time benefits associated with the capital projects associated with the strategy. The capital projects already committed to and already funded through grants and other sources would add 109 jobs during construction and add \$16 million in new economic activity within the City for the life of the construction.

The Price of Inaction

These impact numbers can also be seen as the cost of not implementing the strategy. The lost economic activity would amount to almost \$20 million, with a loss of 38.6 permanent jobs and 109 temporary jobs.

Purpose of the Impact Analysis

This section of the report examines the economic impact of tourism spending in Peekskill and attempts to provide an accurate image of the economic significance of tourism investment through the use of input/output analysis. First we examine the overall economic output generated by increased tourist visitation to Peekskill—this includes the direct money spent by tourists and the further economic activity it generates, as well as the tax revenues for the City and County. The next portion will examine the specific costs and impacts involved in several of the City’s large-scale tourism attraction projects, including the Lincoln Plaza and Visitor’s Center, Fleischmann’s Pier, improvements to Central Avenue, Peekskill Landing, Riverfront Green, and Travis Cove and Point. These analyses discuss the economic impact in terms of project-related jobs created, the resultant increases in business activity, and the total sales tax generation for both the City and Westchester County.

Economic impact methodology

The economic impact of tourism in Peekskill is the total economic activity that is generated as a result of direct spending, indirect spending and induced spending. Direct spending is the economic activity that results from the direct purchase of goods and services by visitors or businesses. Indirect spending is the additional purchasing that the businesses make in order to fill the needs of the consumer—this includes buying from distributors and suppliers. Induced spending is the spending by households of the business employees. In order to estimate the value of these successive rounds of spending by down-stream businesses (suppliers) and households (employees), economists turn to regional input/output tables, which capture the ripple-effects of spending for up to 487 detailed industries. Our analysis uses input/output tables generated by the Minnesota IMPLAN Group (MIG) for the Peekskill/Westchester region. These were created in 2009, but are adjusted and intended for 2011 projections.

Data sources and assumptions

The quality of economic impact analysis is largely determined by the quality of the data that is used to calculate impacts. For this reason, we have attempted to use regionally-relevant average visitor spending data (including such categories as attractions, entertainment, transportation, lodging, meals, shopping, etc.) throughout this analysis. The spending patterns from the 2009 *Cultural & Heritage Traveler* study by Mandala Research proved to be somewhat inaccurate for Peekskill—since they were based on national trends, the estimates understated the spending required to sustain a tourism visit to a relatively high-cost location like Peekskill. We therefore consulted the 2005 Leisure Travel Information Study prepared for the Westchester County Office of Tourism and used those survey results as the starting point for calculating visitor impacts. The 2005 data was adjusted for inflation using the Consumer Price Index. The figures in the two right-hand columns in Table VII-2 below were the averages used throughout this section to calculate the economic impacts and state and local tax impacts of visitors in Peekskill.

Table VII-2.

Data Assumptions: Average Visitor Spending Per Day

	2005*		2009**		2009***	Typical Visitors	Day Trip Visitors
Category	Per Party	Per Person	Per Party	Per Person	Per Party	Per Person	
Attractions	\$ 39.44	\$ 8.39	\$ 17.33	\$ 4.33	\$ 44.66	\$ 9.50	\$ 9.50
Entertainment & Events	33.87	7.21	14.89	3.72	38.35	8.16	8.16
Transportation	69.44	14.77	30.52	7.63	78.63	16.73	16.73
Lodging	108.09	23.00	47.50	11.88	122.40	26.04	0.00
Meals	89.15	18.97	39.18	9.80	100.95	21.48	10.74
Shopping & Souvenirs	76.45	16.27	33.60	8.40	86.57	18.42	9.21
All Other	15.62	3.32	6.86	1.72	17.69	3.76	1.88
Total Spending	\$ 432.06	\$ 91.93	\$ 189.88	\$ 47.47	\$ 489.27	\$ 104.10	\$ 56.23
*Source: Technical Assistance Center, Plattsburgh State University, Leisure Travel Information Study, Westchester Co. Office of Tourism, 2006.							
**Spending inflated to 2009 dollars using Consumer Price Index, all urban consumers, New York-Northern New Jersey-Long Island, NY-NJ-CT-PA.							
***Source: Mandala Research. The Cultural Heritage Traveler, 2009 Edition, 2009							

Economic Impacts of Visitors

This section discusses the overall economic impact of visitors to Peekskill. The first portion of this report contains information pertaining strictly to economic activity within the City of Peekskill (both in terms of spending generated and City tax income). The second set of information involves the broader economic impacts in Westchester County.

Peekskill: Economic Impacts of Visitors

Table VII-3.

Peekskill: Summary of Economic Impact of 1,000 Typical Visitor Days

Impact Type	Employment	Labor Income	Output
Direct Effect	0.7	20,721.8	45,527.6
Indirect Effect	0.0	1,564.3	4,937.4
Induced Effect	0.0	1,986.6	6,257.0
Total Effect	0.8	24,272.7	56,722.0

Source: 2011 Minnesota IMPLAN Group, Inc.

Table VII-3 (left) details the total economic impact that 1,000 typical visitor days would produce in Peekskill. "Typical" visitors include tourists who stay overnight along with those who only visit for the day (note that the table above is divided into days, not trips—a party of two spending the night in Peekskill results in four visitor days). The expenditures for this segment were obtained directly from the Westchester County Leisure Travel Information Study, and are included in Table

VI-1 in the Data Assumptions section above. The economic impacts of these visitors are divided into

direct, indirect and induced effects (with a total spending effect at the bottom of the table). The Employment category indicates the number of jobs that would be produced by 1,000 visitor days spent in Peekskill—this is based on average salaries in different economic sectors. The labor income is money spent that directly supports the workers who are providing the services for the visitors. “Output” indicates the new spending that goes directly to enterprises in the area. As can be seen, for every 1,000 typical tourists who spend the day in Peekskill, the City is able to support 4/5 of a job. It also results in \$24,272 in labor income and an additional \$56,722 in new spending in the area (output).

Table VII-4.
Peekskill: Summary of Economic Impact of 1,000
Day-Trip Only Visitors

<i>Impact Type</i>	<i>Employment</i>	<i>Labor Income</i>	<i>Output</i>
Direct Effect	0.4	10,771.1	23,612.4
Indirect Effect	0.0	800.6	2,675.5
Induced Effect	0.0	1,031.5	3,248.7
Total Effect	0.4	12,603.3	29,536.6

Source: 2011 Minnesota IMPLAN Group, Inc.

But, in light of Peekskill’s current lodging restrictions and visitor patterns, it was determined that additional analysis was required specifically for day-trippers. Their expenditures were altered to more accurately reflect their habits—lodging costs were removed and meal spending was reduced (estimates for day-trip spending were developed by adjusting the 2005 survey data to reflect reduced spending patterns for day trips based on information from other studies). As can be seen from Table VII-4, the

total economic impact of 1,000 day-trip visitors to Peekskill is substantially less, but still significant. 1,000 day-trip visitors supports less than half of a new job, and generates \$12,603 in labor income and \$29,536 in total output.

Peekskill: Tax Generation

The economic impact study included an analysis of the tax generation that would result from increased visitation. For every 1,000 typical visitors to Peekskill, the City would receive a total of \$119 in sales tax revenues; Westchester County would receive \$431 in sales taxes. An event like the Peekskill Celebration, which is capable of attracting roughly 20,000 people over the course of the event, could generate \$2,300 in sales tax for Peekskill. Another significant figure is the property tax revenue: 1,000 typical visitor days would produce \$701 in property taxes for Peekskill, and \$338 for Westchester County. Additionally, 1,000 typical visitor days would generate state and local taxes from the following areas: \$112 from employee compensation, \$5,708 from indirect business taxes, \$1.028 from households, and \$465 from Corporations.

Predictably, the tax revenues from day-trip visitors were substantially lower. For every 1,000 day-trip visitors, Peekskill would receive \$60 in sales tax revenue and Westchester County would receive \$219. Therefore, if all the attendees of the Peekskill Celebration were only day-trippers, the City would create \$1,200 in sales tax revenues. Peekskill would receive \$356 in property tax revenues, while Westchester would receive only \$172. The state and local tax revenues are also correspondingly lower: \$58 from employee compensation, \$2,895 from indirect business taxes, \$534 from households and \$250 from

corporations. A complete breakdown of the tax information is included in the Appendix, including revenue from specific taxes.

Westchester County: Economic Impacts of Visitors

The above information only includes the economic activity that would be generated within Peekskill itself by the visitor spending. Naturally, however, increased tourism to Peekskill creates county-wide

Table VII-5. Westchester County: Summary of Economic Impact of 1,000 Typical Visitor Days			
<i>Impact Type</i>	<i>Employment</i>	<i>Labor Income</i>	<i>Output</i>
Direct Effect	0.8	24,771.5	56,194.9
Indirect Effect	0.1	4,456.9	12,190.4
Induced Effect	0.1	5,296.9	14,969.2
Total Effect	0.9	34,525.3	83,354.6

Source: 2011 Minnesota IMPLAN Group, Inc.

economic repercussions. This portion will discuss the same two visitor groups (typical and day-trip only), but will consider their broader economic impact in Westchester County. The resulting figures are substantially larger than the estimates for Peekskill, but it is important to note that the figures for Westchester County *include* the economic impacts that occur in Peekskill (for example, 1,000 typical

visitor days generates \$59,663 of total output in Westchester County as a whole, but \$31,285 of that was created within Peekskill).

As Table VII-5 indicates, 1,000 typical visitor days in Peekskill creates nearly one job county-wide. It also creates \$34,525 in labor income and a total output of \$83,354. When seen from a county-wide perspective, the benefits of increased visitation to Peekskill become even more substantial.

The effects are also magnified for the day-trip only visitors. As can be seen, 1,000 day-trips to Peekskill creates half of a job in Westchester County (as opposed to 4/5 of a job in Peekskill), with a labor income of \$17,375. The total spending generated in the county would be \$41,002.

Table VII-6. Westchester County: Summary of Economic Impact of 1,000 Day-Trip Only Visitor Days			
<i>Impact Type</i>	<i>Employment</i>	<i>Labor Income</i>	<i>Output</i>
Direct Effect	0.4	12,737.7	27,803.1
Indirect Effect	0.0	1,975.0	5,674.7
Induced Effect	0.0	2,662.9	7,524.9
Total Effect	0.5	17,375.6	41,002.7

Source: 2011 Minnesota IMPLAN Group, Inc.

Westchester County: Tax Generation

The county-wide economic activity generated by visitors to Peekskill necessarily creates economic repercussions in Westchester County as a whole. For every 1,000 typical visitor days spent in Peekskill (based on the wider-reaching economic activity), Peekskill would receive \$150 in sales tax revenues and \$888 in property taxes. Westchester County would receive \$546 from sales taxes and \$429 from property taxes. These figures are based partially on the state and local tax generation for the county as

a whole: \$136 from employee compensation, \$7,226 from indirect business taxes, \$1,773 from households, and \$591 from corporations.

As in the City of Peekskill tax revenues, the generation from day-trip only visitors is substantially lower. 1,000 day trippers visiting Peekskill creates \$73 in sales tax revenue for the City, and \$265 for the County. Property tax revenues would amount to \$431 for Peekskill and \$208 for Westchester County. The state and local taxes generated would include \$70 from employee compensation, \$3,503 from indirect business taxes, \$891 from households and \$296 from corporations. The complete tax data is included in the Appendices.

Maximizing the Economic Impact: Opportunities for Peekskill

As indicated in the economic impact analysis of this strategy in Table VII-1, the economic impact model used (IMPLAN) indicates that full implementation would produce approximately 39 new jobs and \$2.8 million in new economic activity that would result in approximately \$40,000 in new tax revenues for the City. If these numbers seem modest, it has to do with the fact that the multipliers used to create these estimates are constructed based upon the types of businesses that are already in place in the City. That is, the multipliers measure the effect on existing buyer/supplier relationships in the City. They are unable to project whether the increased economic activity would bring in new *types* of businesses to the City so that more of these dollars would stay in Peekskill.

That limitation to the model also helps define potential opportunities for improving the economic impact of tourism spending in the City. For example, in the IMPLAN model, those sectors in which the City's multipliers are significantly lower than those for Westchester County as a whole are sectors for which purchases by consumers or by the businesses supplying those selling to consumers is currently leaking out of the City. As such the "low multiplier" sectors in Peekskill may be sectors for which a growing tourism sector could attract more such firms *or* more *suppliers* to those firms.

An examination of the IMPLAN model for the City of Peekskill (i.e., Peekskill's ZIP code), shows that there are three "low multiplier" sectors that are included in the estimates of the impact of tourism spending. These are:

- **Arts/Recreation/Amusement:** Peekskill captures only about 10% of what the County as a whole can capture in terms of the economic multiplier for these types of enterprises.
- **Specialty Retail:** Peekskill captures only 15% of the hobby, arts & sports related activity compared to Westchester as a whole.
- **Lodging:** A shortage of beds means most of the opportunity leaks out to other communities. Peekskill captures 1/3 of the economic activity as the County as a whole. (NOTE: Peekskill is relatively high compared to the County as a whole because both the City and County have relatively high leakage rates. These high rates of leakage may be due to several factors including a high proportion of chain hotels in the County and/or a low representation of linen supply companies and other businesses that serve lodging establishments in the County as a whole.)

Sectors within these industries could potentially be attraction targets for the City once it has implemented its cultural heritage tourism strategic plan. Appendix 7 provides a detailed listing of various types of businesses that are included in each of these sectors which have the potential to be attracted to Peekskill as cultural heritage tourism visitation expands in the City.

Economic Impacts of Individual Projects

This section deals with the economic impacts involved with specific improvements and projects in Peekskill. The first economic impact summary analyzes all of the current Waterfront Capital projects as a whole—Lincoln Plaza and Visitor’s Center, Peekskill Landing, Riverfront Green South, and Travis Cove Trail (including Lent’s Cove and RESCO Trails) and Travis Point. These projects are then considered individually for their economic impacts based on their specific construction costs/investment requirements. Following this, the economic impacts for Fleischmann’s Pier renovations and Central Avenue streetscape improvements are considered.

These analyses were conducted through IMPLAN models which analyzed the total job creation and total spending output that would be generated by the City’s investment in each project. The total investment necessary for each project was based on the budget outlined in the City’s 5-Year Capital Plan (October 2010) and the Capital Budget (September 2010). The jobs created, particularly through indirect and induced spending, are not limited to temporary construction jobs, but include a range of other employment that might be generated as a result of the “down-stream” spending related to the project. As with the previous visitation analysis, the economic impacts of each project are considered both for the City of Peekskill and Westchester County.

This section also analyzes the potential tax revenues (particularly sales and property taxes) that could be generated for each project, for both Peekskill and Westchester County. Note: the IMPLAN model generates estimates for sales and property taxes that combine both state and local taxes. We have created the estimates for local taxes by disaggregating the total according to the relative tax rates for each jurisdiction. For example, sales taxes are assigned to each jurisdiction using the following formula:

Since the New York State sales tax rate is 4% of the total 7.375% rate in Westchester County, 54 percent of state and local sales tax revenues ($4 \text{ divided by } 7.375$) is assigned to New York State. The share allotted to the City of Peekskill uses the formula for allocating sales taxes to the municipalities as defined on the County’s Finance Department’s webpage (<http://finance.westchestergov.com/county-sales-tax>) and typically assigned about 8 percent of total sales tax collections to the share for municipalities. A similar ratio method was used to assign property taxes to the County, City and School District (there is no statewide property tax.)

The complete data is included in the appendix, but a summary of the findings are included in each project summary.

Waterfront Capital Projects: Economic Impacts Summary

Figure VII-1.



Map including several of the Waterfront Capital projects. Source: Peter J. Smith & Co. 2009. Lincoln Plaza: design and interpretive plan, Peekskill, New York.

Economic Impacts

The economic repercussions of investing \$12 million in non-residential construction projects are enormous, both in terms of economic activity (in the table below), and in tax revenues:

- 109 jobs being created in the City of Peekskill; 123 in Westchester County as a whole
- A total economic output of \$16 million in Peekskill; \$18.5 million in the County
- Peekskill and the County would each receive over \$45,000 in tax revenues, with a total of nearly \$700,000 being created in state tax revenues.

More complete data regarding the specific sources of tax revenues is included in the appendix.

Figure VII-2.



Riverfront Green Park. Source: Greenway Conservancy. 2009. Westchester RiverWalk: A Greenway trail.

Table VII-6.

Summary of Economic Impacts of All Waterfront Capital Projects in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	85.2	5,274,652	12,064,675	85.2	5,274,651	12,064,675
Indirect Effect	12.3	1,030,036	2,210,716	15.8	1,356,732	3,091,512
Induced Effect	11.9	567,761	1,789,437	22.0	1,213,378	3,430,747
Total Effect	109.4	6,872,449	16,064,828	123.0	7,844,761	18,586,934

Source: 2011 Minnesota IMPLAN Group, Inc.

Lincoln Plaza: Economic Impacts Summary

Figure VII-3.



Map showing Plaza arrangement. Source: Peter J. Smith & Co. 2009. *Lincoln Plaza: design and interpretive plan, Peekskill, New York.*

Economic Impacts

The City's planned investment of \$1.4 million for the design and construction of the Plaza will have significant economic repercussions for both the City and County, including:

- 12.7 jobs created in Peekskill itself
- \$1.9 million generated in spending output for Peekskill
- In Westchester County, 14.4 jobs would be created county-wide
- \$2.23 million generated in output for the county.
- Peekskill and the County would each receive over \$5,000 in tax revenues, with a total of \$85,000 being created in state tax revenues.

Complete tax data is included in the appendix.

Figure VII-4.



Renderings of potential Plaza exhibits.

Source: Peter J. Smith & Co. 2009. *Lincoln Plaza: design and interpretive plan, Peekskill, New York.*

Table VII-7.

Summary of Economic Impacts of Lincoln Plaza in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	9.8	669,049	1,435,000	9.8	669,049	1,435,000
Indirect Effect	1.5	117,784	254,937	1.9	161,073	367,396
Induced Effect	1.5	70,933	223,579	2.8	152,039	429,902
Total Effect	12.7	857,766	1,913,516	14.4	982,161	2,232,298

Source: 2011 Minnesota IMPLAN Group, Inc.

Lincoln Visitor's Center: Economic Impacts Summary

Figure VII-5.



Rendering of Visitor's Center. Source: Peter J. Smith & Co. 2009. Lincoln Plaza: design and interpretive plan, Peekskill, New York.

Economic Impacts

The Lincoln Visitor's Center is a \$1.35 million project, which will have substantial economic repercussions both in terms of economic activity and tax revenues, including:

- 11.8 jobs being created in the City of Peekskill; 13.5 in Westchester County as a whole
- A total economic output of \$1.8 million in Peekskill; \$2.1 million in the County
- Peekskill and the County would each receive over \$5,000 in tax revenues, with a total of nearly \$81,500 being created in state tax revenues.

More complete data regarding the specific sources of tax revenues is included in the appendix.

As a result of the accidental destruction of the historic firehouse originally intended to be the Lincoln museum, the City determined to build a new two-story structure to serve as a Visitor's Center. It will include lecture space and educational exhibits, and serve as the central attraction in the Lincoln Plaza.

Figure VII-6.



Lincoln Statue at Depot. Source: Peter J. Smith & Co. 2009. Lincoln Plaza: design and interpretive plan, Peekskill, New York.

Table VII-8.

Summary of Economic Impacts of Lincoln Visitor's Center in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	9.1	642,101	1,350,000	9.1	642,101	1,350,000
Indirect Effect	1.4	109,367	237,398	1.8	151,441	345,538
Induced Effect	1.4	67,767	213,604	2.6	145,382	411,084
Total Effect	11.8	819,235	1,801,002	13.5	938,924	2,106,622

Source: 2011 Minnesota IMPLAN Group, Inc.

Peekskill Landing: Economic Impacts Summary

Figure VII-7.



Map of Landing plans. Source: Quennell Rothschild & Partners, 2010, Peekskill Landing waterfront park.

Economic Impacts

Investing in the development of Peekskill Landing will create jobs, increase tax revenues, and generate economic activity, including (more information included in the appendix):

- 7 jobs being created in the City of Peekskill; 8 in Westchester County as a whole
- A total economic output of \$1 million in Peekskill; \$1.2 million in the County
- Peekskill and the County would each receive over \$2,000 in tax revenues, with a total of nearly \$45,000 being created in state tax revenues.

More complete tax data is included in the appendix.

Figure VII-8.



Aerial image of current conditions. Source: Greenway Conservancy. 2009. Westchester RiverWalk: A Greenway trail.

Table VII-9.

Summary of Economic Impacts of Peekskill Landing in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	5.6	336,077	786,850	5.6	336,077	786,850
Indirect Effect	0.8	68,079	145,706	1.0	88,542	201,686
Induced Effect	0.8	36,381	114,662	1.4	77,667	219,593
Total Effect	7.2	440,537	1,047,218	8.1	502,286	1,208,129

Source: 2011 Minnesota IMPLAN Group, Inc.

Riverfront Green South: Economic Impacts Summary

Figure VII-9.



Rendering of overlook. Source: Synthesis, LLP. 2009. Peekskill's Southern Waterfront Park and Trail Master Plan: Final Design Report.

Economic Impacts

Riverfront Green South is a \$1.7 million project, which will have substantial economic repercussions both in terms of economic activity and tax revenues, including:

- 15.5 jobs being created in the City of Peekskill; 17.4 in Westchester County as a whole
- A total economic output of \$2.26 million in Peekskill; \$2.6 million in the County
- Peekskill and the County would each receive over \$6,000 in tax revenues, with a total of nearly \$97,000 being created in state tax revenues.

More complete data regarding the specific sources of tax revenues is included in the appendix.

Figure VII-10.



Map of improvements. Source: Synthesis, LLP. 2009. Peekskill's Southern Waterfront Park and Trail Master Plan: Final Design Report.

Table VII-10.

Summary of Economic Impacts of Riverfront Green South in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	12.2	726,098	1,700,000	12.2	726,098	1,700,000
Indirect Effect	1.7	147,085	314,801	2.2	191,297	435,746
Induced Effect	1.6	78,602	247,728	3.0	167,790	474,434
Total Effect	15.5	951,785	2,262,528	17.4	1,085,195	2,610,180

Source: 2011 Minnesota IMPLAN Group, Inc.

Riverfront Green Park: Economic Impacts Summary

Figure VII-10.



Rendering of park entryway. Source: Synthesis, LLP. 2009. Peekskill's Southern Waterfront Park and Trail Master Plan: Final Design Report.

Economic Impacts

Riverfront Green Park is a \$3.88 million project, which will have substantial economic repercussions both in terms of economic activity and tax revenues, including:

- 35 jobs being created in the City of Peekskill; 39.8 in Westchester County as a whole
- A total economic output of \$5.1 million in Peekskill; \$5.9 million in the County
- Peekskill and the County would each receive over \$14,000 in tax revenues, with a total of nearly \$222,500 being created in state tax revenues.

More complete tax data is included in the appendix.

Figure VII-11.



Image of splash park concept. Source: Synthesis, LLP. 2009. Peekskill's Southern Waterfront Park and Trail Master Plan: Final Design Report.

Table VII-11.

Summary of Economic Impacts of Riverfront Green Park in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	27.8	1,660,554	3,887,825	27.8	1,660,554	3,887,825
Indirect Effect	4.0	336,378	719,935	5.0	437,487	996,532
Induced Effect	3.8	179,760	566,542	7.0	383,751	1,085,010
Total Effect	35.6	2,176,692	5,174,302	39.8	2,481,792	5,969,367

Source: 2011 Minnesota IMPLAN Group, Inc.

Travis Cove Trail, Lent's Cove Trail, and RESCO Trail: Economic Impacts Summary

Figure VII-12.



Rendering of Boardwalk. Source: Synthesis, LLP. 2009. Peekskill's Southern Waterfront Park and Trail Master Plan: Final Design Report.

Economic Impacts

These trails are a \$2 million investment, which will have substantial economic repercussions both in terms of economic activity and tax revenues, including:

- 18.7 jobs being created in the City of Peekskill; 20.9 in Westchester County as a whole
- A total economic output of \$2.7 million in Peekskill; \$3.1 million in the County
- Peekskill and the County would each receive \$7,000 in tax revenues, with a total of nearly \$117,000 being created in state tax revenues.

More complete data regarding the specific sources of tax revenues is included in the appendix.

Figure VII-13.



Map of boardwalk. Source: Synthesis, LLP. 2009. Peekskill's Southern Waterfront Park and Trail Master Plan: Final Design Report.

Table VII-12.

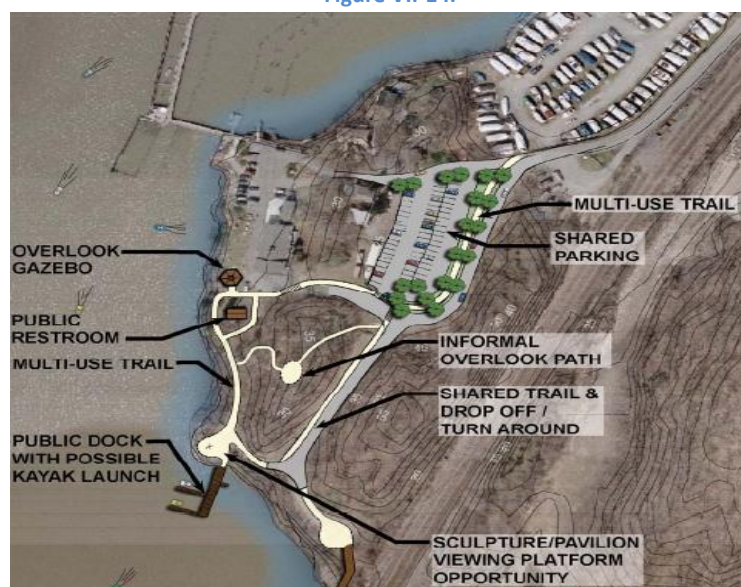
Summary of Economic Impacts of Travis, Lent's Cove and RESCO Trails in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	14.6	873,026	2,044,000	14.6	873,026	2,044,000
Indirect Effect	2.1	176,848	378,502	2.6	230,006	523,921
Induced Effect	2.0	94,508	297,856	3.7	201,755	570,437
Total Effect	18.7	1,144,382	2,720,358	20.9	1,304,787	3,138,358

Source: 2011 Minnesota IMPLAN Group, Inc.

Travis Point: Economic Impacts Summary

Figure VII-14.



Map of Travis Point. Source: Synthesis, LLP. 2009. Peekskill's Southern Waterfront Park and Trail Master Plan: Final Design Report.

The planned improvements to Travis Point will, in conjunction with the Travis Cove trail, create another riverfront destination in Peekskill. The plans include the reconstruction of an existing parking lot, a multi-use trail, a new gazebo overlook, and the installation of public restrooms. The rendering to the left shows the proposed locations of these improvements.

Figure VI-15.



Peekskill waterfront. Source: City of Peekskill Parks and Recreation Department, 2009.

Economic Impacts

Travis Point is a \$861,000 project, which will have substantial economic repercussions both in terms of economic activity and tax revenues, including:

- 7.9 jobs being created in the City of Peekskill; 8.8 in Westchester County as a whole
- A total economic output of \$1.4 million in Peekskill; \$1.3 million in the County
- Considering the economic activity in the entire county, Peekskill and the County would each receive over \$3,000 in tax revenues, with a total of nearly \$56,000 being created in state tax revenues.

More complete data regarding the specific sources of tax revenues is included in the appendix.

Table VII-13.

Summary of Economic Impacts of Riverfront Green South in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	6.2	367,747	861,000	6.2	367,747	861,000
Indirect Effect	0.9	74,494	159,437	1.1	96,886	220,693
Induced Effect	0.8	39,810	125,467	1.5	84,986	240,287
Total Effect	7.9	482,051	1,145,904	8.8	549,619	1,321,980

Source: 2011 Minnesota IMPLAN Group, Inc.

Central Avenue Improvements: Economic Impacts Summary

Figure VII-16.



Map of improved sidewalks on Central Ave. Source: ADL III Architecture PC. & Seth Harry Associates. 2009. Final Report: Central Ave. & South Water St. corridor study, City of Peekskill, New York.

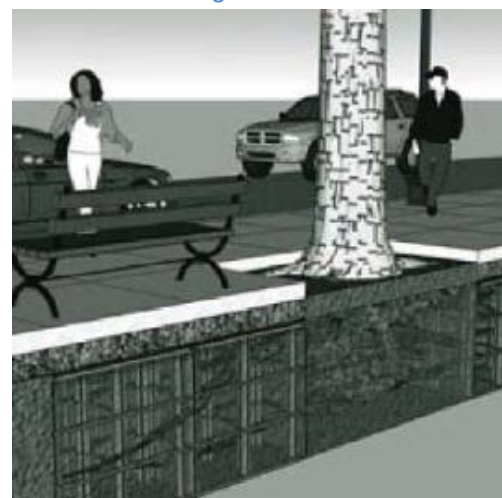
Economic Impacts

The improvements to Central Avenue are a \$750,000 project, which will have substantial economic repercussions both in terms of economic activity and tax revenues, including:

- 6.9 jobs being created in the City of Peekskill; 7.7 in Westchester County as a whole
- A total economic output of \$998,174 in Peekskill
- \$1.1 million of economic output in the County
- Peekskill and the County would each receive over \$2,500 in tax revenues, with a total of nearly \$43,000 being created in state tax revenues.

More complete data regarding the specific sources of tax revenues is included in the appendix.

Figure VII-17.



Rendering of street trees. Source: ADL III Architecture PC. & Seth Harry Associates. 2009. Final Report: Central Ave. & South Water St.

Table VII-14.

Summary of Economic Impacts of Central Avenue Improvements in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	5.4	320,337	750,000	5.4	320,337	750,000
Indirect Effect	0.8	64,891	138,883	1.0	84,396	192,241
Induced Effect	0.7	34,678	109,292	1.3	74,029	209,309
Total Effect	6.9	419,906	998,175	7.7	478,762	1,151,550

Source: 2011 Minnesota IMPLAN Group, Inc.

Fleischmann's Pier Renovation: Economic Impacts Summary

Figure VII-18.



Rendering of restored pier. Source: Synthesis, LLP. 2009. Peekskill's Southern Waterfront Park and Trail Master Plan: Final Design Report.

Economic Impacts

Renovating Fleischmann's Pier is a \$1.2 million project, which will have substantial economic repercussions both in terms of economic activity and tax revenues, including:

- 12 jobs being created in the City of Peekskill; 13.3 jobs in Westchester County as a whole
- A total economic output of \$1.5 million in Peekskill; \$1.8 million in the County
- Peekskill and the County would each receive nearly \$4,500 in tax revenues, with a total of \$74,000 being created in state tax revenues.

More complete data regarding the specific sources of tax revenues is included in the appendix.

Fleischmann's Pier was also not included in the Waterfront Capital project plan, but renovations were considered in the Southern Waterfront Master Plan and in the Birdsall Group feasibility study. The proposed improvements include pier stabilization and deck improvements, a spud barge, electric and water access, and security fencing. This renovation is intended to prepare the pier to function as a tour boat docking location.

Figure VII-19.



Current conditions. Source: John Testa. 2003. "Historic Peekskill pier named after company that built it."

Table VII-15.

Summary of Economic Impacts of Fleischmann's Pier Renovations in Peekskill and Westchester County

Impact Type	Peekskill			Westchester County		
	Employment	Labor Income	Output	Employment	Labor Income	Output
Direct Effect	9.6	553,372	1,216,100	9.6	553,372	1,216,100
Indirect Effect	1.1	88,269	194,659	1.5	117,412	277,668
Induced Effect	1.2	57,623	181,577	2.2	122,420	346,089
Total Effect	12.0	699,264	1,592,336	13.3	793,204	1,839,857

Source: 2011 Minnesota IMPLAN Group, Inc.

Appendices

Appendix 1: Stakeholder Sessions Mapping Exercises

This section includes the physical results of the stakeholder sessions, which were discussed in the Stakeholder and Public Engagement section of this report. Sessions 2 and 3 had multiple groups, and therefore produced multiple maps/charts. Additionally, the Maritime Session produced a written meeting summary (included below).

Session 1: Peekskill Common Council Meeting

Figure A1-1.
October 4th, Common Council Chart

<u>Memorable Experiences:</u>	<u>Obstacles:</u>	<u>Assets:</u>
Paramount	Attractions for Youth	Service organizations: Rotary Lions American Legion
The Arts/Galleries	Days Dark	Chamber
Ships	Getting word out on events in Peekskill	Artists
Restaurants	Public Safety focus: technology, manpower, training	Schools
Festivals (Now)	Institutional Memory: original council vs. new members	Full Complement of City Services
Underground Railroad (Potential)	Expense of building out riverfront	Historic Housing Stock
Performance & Music Venues Downtown	Image, past and current	History
Downtown	Unified community vision	River/Environment
Hiking/biking on trails in the Parks Mountains & Rivers, Depew Park, Blue Mountain, River	Empty real estate	Peekskill Museum & History from Dutch to Today
Diversity of Culture & History that surrounds Peekskill	Getting the message out	Art
Historical 1. revolutionary war; 2. Civil War 3. Underground Rail road 4. Dutch	Hotels	Cultural/ Music/ Performances
History: Rev. War Slavery Underground Railroad Wizard of Oz Baum, Jazz Festival, 5 de Mayo, Italian fest, Irish fest, Celebrate Peekskill, Toy train set up	Lodging	Walkways/PL
Top Mountain Bike site	Direction after tonight a bit clearer	Paramount
Arts	Lack of information/PR	Comprehensive Marketing Plan
Festivals	Network of like items	Fleischmanns Pier
Lincoln Depot/Peekskill Landing	marketing getting people to come	Metro North
Parks: Riverfront (events, boating), Depew (hiking, barbecue, fishing, access to Mountain biking) Hudson River	what's here: need enough to make trip worthwhile	Cultural Diversity
Riverfront Fireworks Festivals	Funding	River
Artists Food Performing Arts	Cleanliness litter/upkeep good maintenance of roads, landscaping	River front
Culture River History	Alternatives: malls w/easy access/parking all in one	Artists & Business Community
Open Spaces Riverfront Parks	Other arts/cultural towns Cold Spring	Yellow Brick Road
Boating on the River, Riverfront		

Session 2: General Stakeholder Meeting, 10:00AM

Figure A1-2.
October 19th, 10:00AM, Group 1

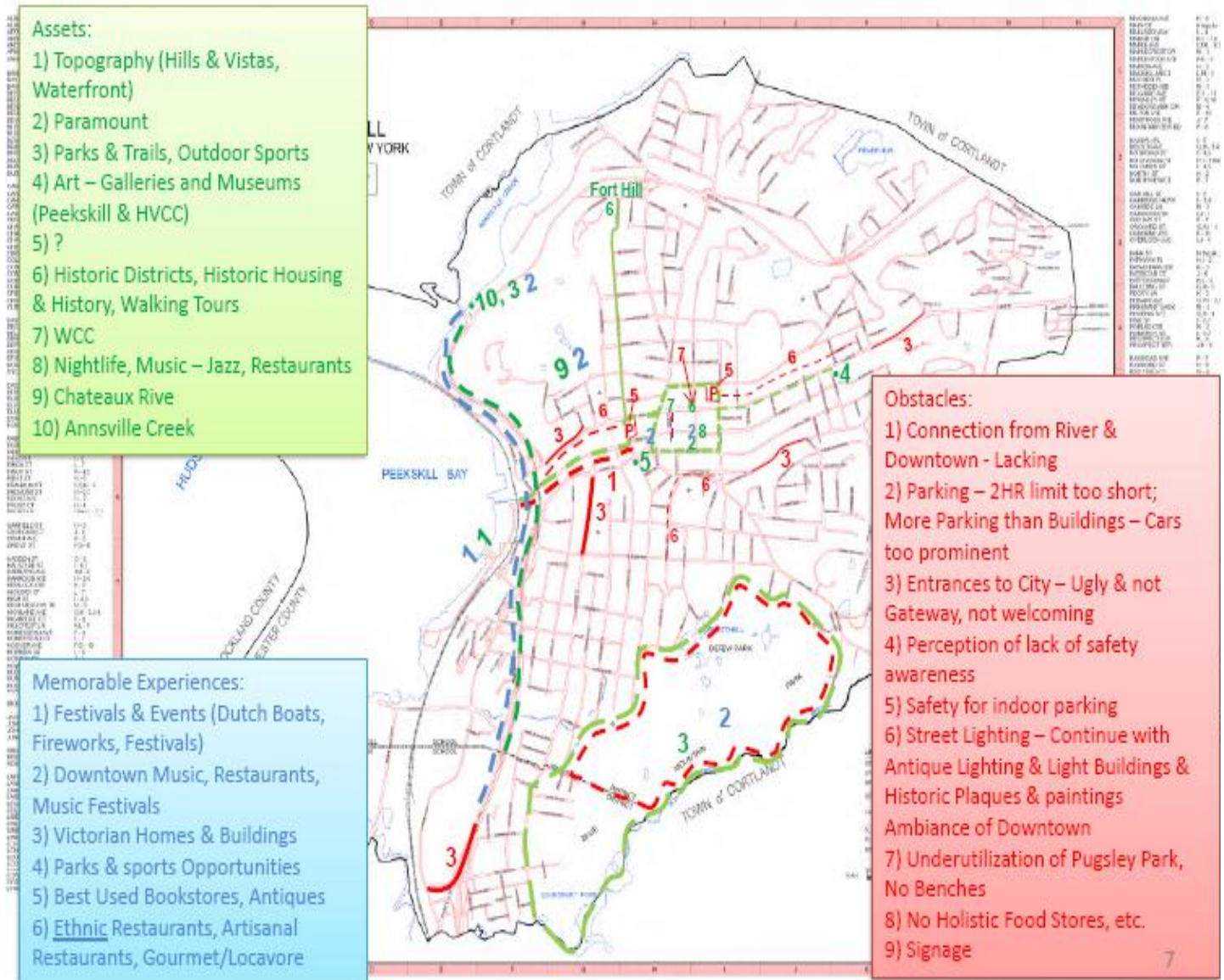


Figure A1-3.
October 19th, 10:00AM, Group 2

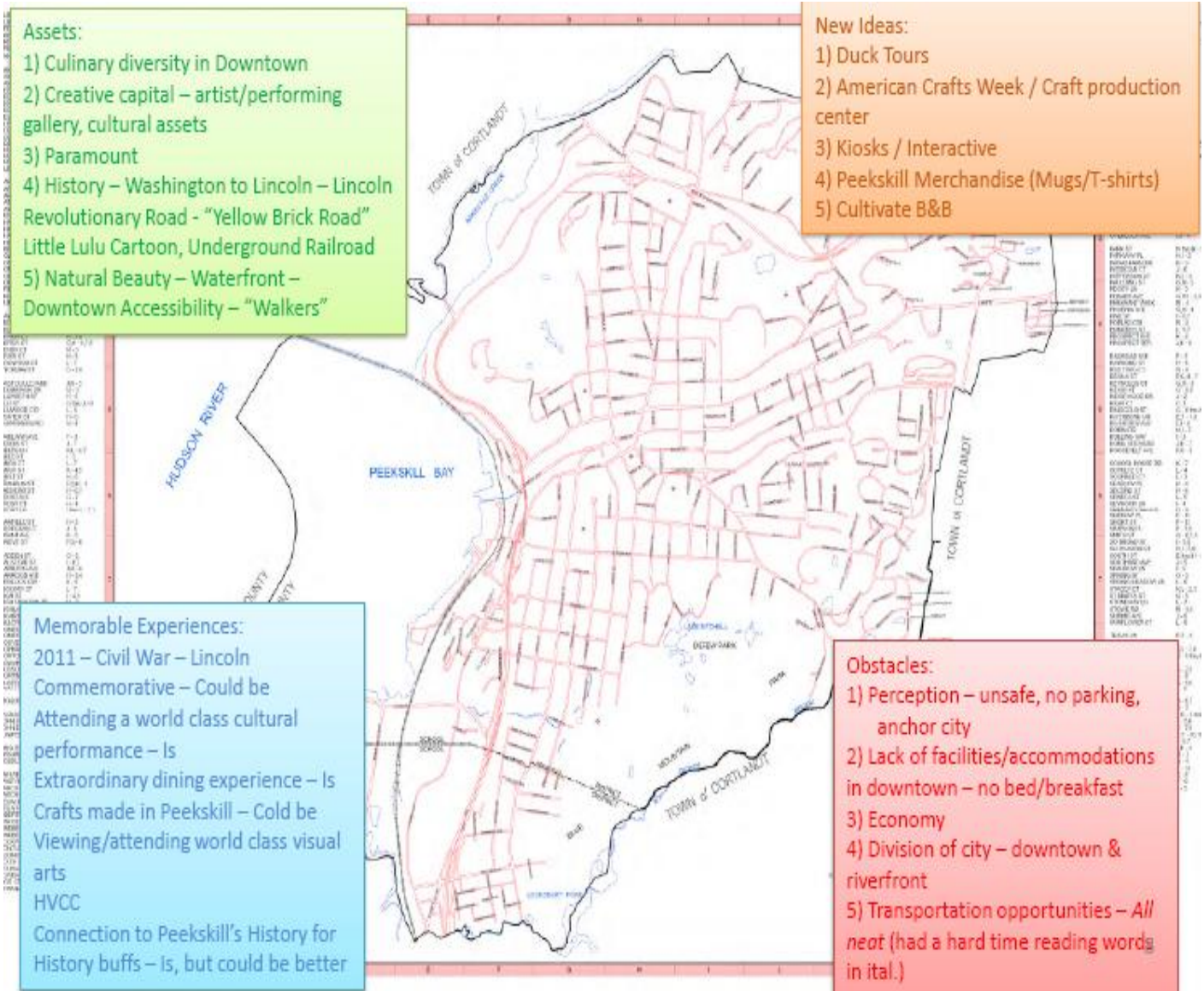
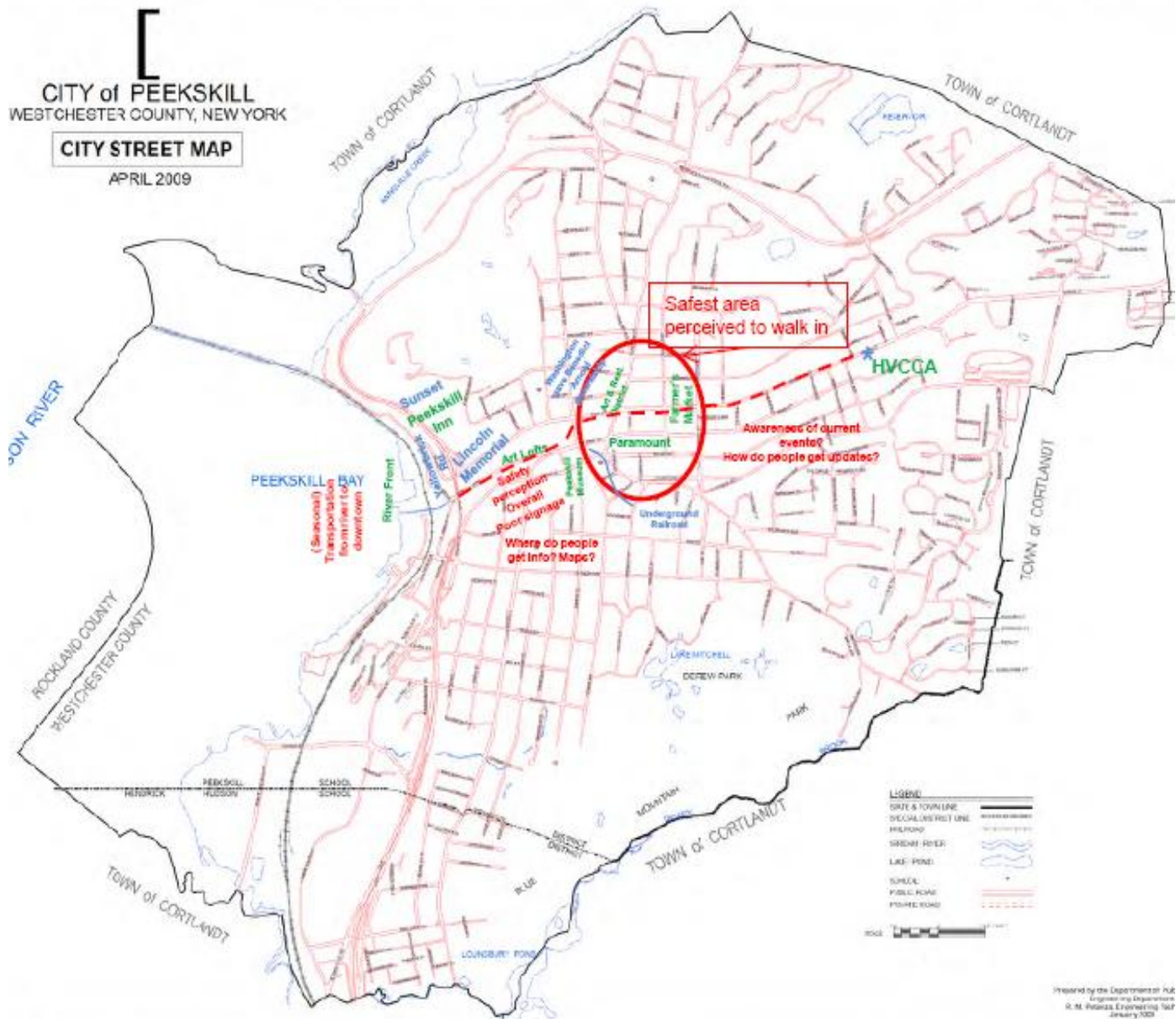


Figure A1-4.
October 19th, 10:00AM, Group 3



Session 3: General Stakeholder Meeting, 7:00PM

Figure A1-5.
October 19th, 7:00PM, Group 1

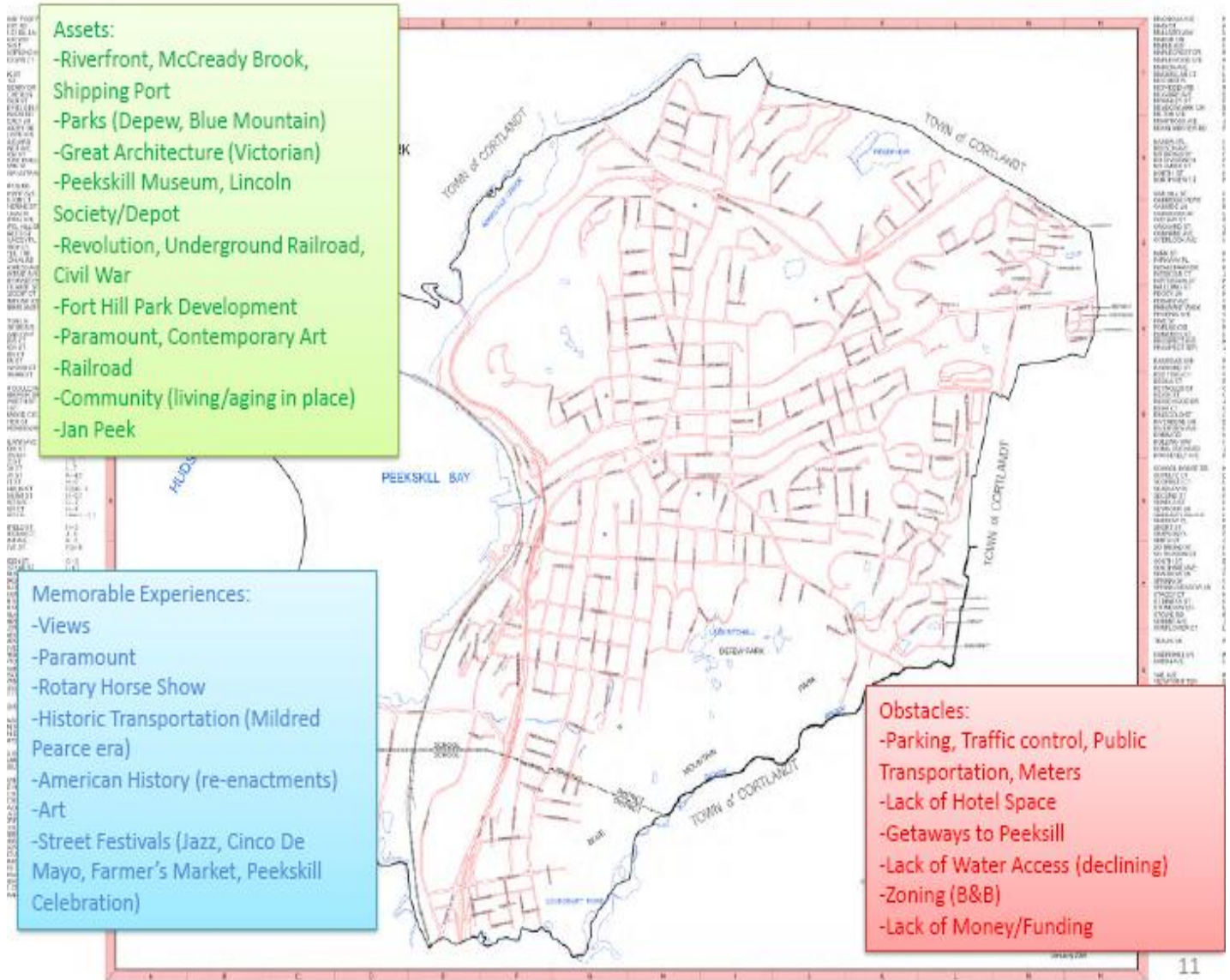
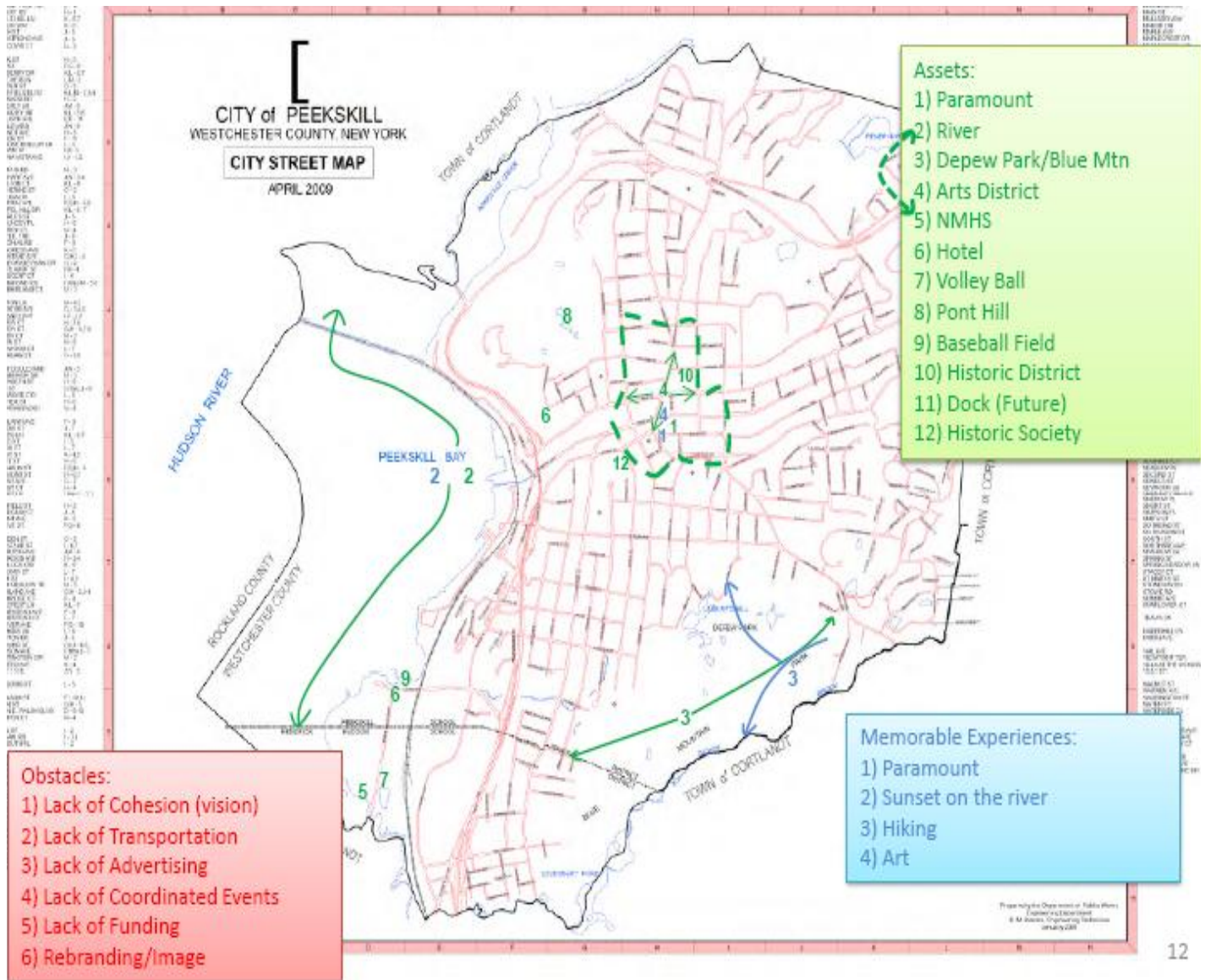


Figure A1-6.
October 19th, 7:00PM, Group 2



Session 4: Discussion with City Staff

Figure A1-7.
October 19th, 12:30PM, City Staff Chart

Memorable Experiences	Obstacles	Assets	What Makes it Unique?	Other Ideas
<p>Artists Studios/Lofts</p> <p>Paramount</p> <p>Waterfront/Riverfront</p> <p>Restaurants</p> <p>Parks/Scenery</p> <p>John Ford – Jazz Concert</p> <p>Music/Shows</p> <p>Ice Skating at Lake Mitchell used to be big (not so much any more)</p> <p>Foliage</p> <p>Downtown Festivals (Cinco de Mayo, Jazz, Italian, Peekskill Celebration)</p>	<p>Disconnect between waterfront & downtown</p> <p>Trolley, carriages (did trolleys for Ferry-Go-round 2 years ago for about 5 years)</p> <p>Visibility of Historic Assets: They're hidden</p> <p>Perception: safety. Lots of negative press</p> <p>No existing major focal point</p> <p>Accommodations</p> <p>Need façade restoration/help with marketing/display lighting</p>	<p>Facts of Life</p> <p>Mel Gibson</p> <p>PeeWee Herman</p> <p>League of their Own</p> <p>New York Jets</p> <p>Right on the river:</p> <ul style="list-style-type: none"> • Dock • Ferry Go round (used to be Haverstraw, Tarrytown, Peekskill) <p>Artists District</p> <p>Underground RR</p> <ul style="list-style-type: none"> • A group does tours • Sit tunnel across from shopping center • History of Paul Robison <p>George Pataki</p> <p>Paramount</p> <p>HV Museum</p> <p>P Military Academy</p> <p>Fort Hill Park – Battle in Rev. War</p> <p>Blue Mountain/Mtn. Biking</p> <p>Restaurants/Coffee Houses</p> <p>Boat building</p> <p>The Commander</p> <p>The River Paddle Boat</p> <p>Our Location: midpoint/stopping point for destinations further north</p> <p>Building stock: need to improve, though</p> <p>The Cove (Crystal Bay)</p>	<p>Combination of historic, scenic</p> <p>Diversity</p> <p>Small enough, doesn't have issues of larger places and we're walkable</p> <p>Artsy vibe (college-town feel)</p> <p>Hispanic culture</p>	<p>Train Packages: include museums, paramount</p> <p>Sierra Club – type hiking trips</p> <p>Like Cold Spring</p> <p>Link other assets to trails in Depew, Blue Mountain</p> <p>Bed & Breakfasts</p> <p>Kayak Rentals</p> <p>Small Ferry service to West Point (Commander already does)</p> <p>Concentrate on Central Ave. Lighting to attract people</p> <p>Need to provide access to launch, bring in boats</p> <p>Cooperative artists gallery/retail space</p> <p>Audience: Gourmet Foodies (Zep's)</p>

Session 5: Maritime Stakeholders Group Meeting

Maritime Stakeholders Group Meeting Summary

As part of the process of preparing the Peekskill Cultural Heritage Tourism Strategic Plan, a meeting was held with representatives of various organizations that have interest in Peekskill's waterfront from a maritime perspective. The group included tourboat operators, operators of educational vessels and representative of other organizations with an interest in the Peekskill waterfront. The pages that follow summarize the key points raised in the discussion. The comments received have been placed in four categories:

- Comments identifying Peekskill's waterfront's strengths
- Comments identifying the waterfront's weaknesses
- Opportunities for Peekskill's waterfronts
- Recommendations/suggestions made for the waterfront during the discussion.

Peekskill's Waterfront's Strengths

Location: Part of Peekskill's appeal is that it is only 40 miles from New York City. Peekskill can tap into millions of residents, but also millions of tourists to the City who are also interested in exploring small-town life. The fact that Peekskill has MetroNorth access also makes it attractive to tourboat operators.

Scenery: One of Peekskill's strongest competitive advantages is that the area on the river just north of Peekskill offers some of the most striking scenery for the entire length of the Hudson River.

Municipal Ownership: The fact that the City of Peekskill owns and/or controls much of the property along the waterfront also presents some opportunities to use the waterfront in creative ways.

Soft river bottom: Given the soft bottom along much of Peekskill's waterfront, maritime activities can even take place in shallow water. For example, the American Wind Symphony performed offshore with its vessel resting on the bottom during the performance.

Length of China Pier: The length of Peekskill's dock [i.e., China Pier] should enable Peekskill to accommodate larger vessels that many other locations would not be able to.

Peekskill's Waterfront's Weaknesses

Flooding as past problem: Flood protection is an issue for the Fleischmanns Pier area. Better since the riprap has been installed.

Safety of the Vessels: Tour boat operators have two concerns that any potential port must address: the safety of the passengers and the safety of the vessel. The lack of secure docking facilities is a potential shortcoming for Peekskill's waterfront. The existing of such facilities can be a competitive advantage. For example, the Clearwater recently named Kingston as its home port due, in part, to the fact that it has a protected docking area for the winter months.

A Seasonal Venue: A key unresolved issue is what to do with the waterfront (and vessels) during the off season.

Lack of a Navigation Chart: It was pointed out that an essential ingredient of any attempt to attract maritime experiences is to have a full chart of the waterfront and docking areas, indicating known depths, obstructions, etc., while also delineating those areas for which information about depths and obstructions is limited.

Waterfront connectivity to Downtown: Operators also need to understand the location of the docking area to the downtown and to other attractions and/or activities in the area. In the way of illustration, it was pointed out that an operation like the Mary Whalen (a mobile cultural platform which offers performances from the deck to audiences typically gathered on the dock) would have to make special arrangements to perform at Fleischmanns Pier, which currently is too narrow to accommodate audiences.

Opportunities for Peekskill's Waterfront

Installation of floating docks: It was suggested that the City consider purchasing and installing floating docks and spud barges using technology such as the eco-docks developed in cooperation with the Hudson River Foundation. It would provide greater flexibility to serve various sizes of vessels at various locations and would probably be less expensive and less time consuming than the immediate restoration of the Fleischmanns Pier. The presence of this additional docking capacity made available through the floating docks and spud barges would expand the potential docking sites for cruise ships that are currently seeking upriver destinations once they come into New York harbor.

The Moving Virtual Maritime Museum: Many vessels that operate on not-for-profit bases need to make multiple stops to be able to cover costs. This suggests that both the vessels and the Riverfront communities may benefit by creating a "moving virtual maritime museum" that is based upon a rotating schedule of various vessels stopping for several days at a time at various ports along the Hudson River. This would provide the vessels with a certain number of guaranteed stops each season and would also provide the Riverfront communities with a changing program of docked vessels at their waterfronts. This would create continued interest in each of the waterfronts and enable those waterfronts to serve a wider audience than if only one vessel or one kind of vessel was docked there for the season.

This would require focusing on more than just the waterfront. Tying the waterfront to the downtown would be key to building a waterfront-based attraction. This could include tying Peekskill's arts community to Beacon and Newburgh through waterfront-based activities.

Everything is Educational: For many of these vessels, "everything is potentially educational." Preparation, repairs and vessel operations are all experiences that can be interpreted for audiences. In that context, the interpretation of the City's historical industrial sites can be part of a larger interpretive experience that includes vessels.

As part of this, it is important to remember that historic vessels include former working vessels (e.g., tugs and barges) and not just tall ships. All of these could be programmed in Peekskill's waterfront. Thus

the waterfront interpretation could focus on a local story of local working boats related to Peekskill's history with ironworks, coal and yeast. The San Francisco Maritime Museum may have some programming that could suggest approaches for Peekskill, as does Pamela Hepburn's Tugboat Preservation project and Seattle's Center for Small Boats.

Creative Financing: Securing funding for programming is a critical issue. For example, when Newburgh(?) was interested in having the HMS Bounty come to their port, the organizers were informed that the vessel charges \$46,000 for such a visit. However, the Bounty eventually needed dock space that they were able to obtain at Newburgh. While docked, the vessel charged admission and generated \$46,000 in admissions. This suggests that there may be creative ways to generate the funding required to sustain programming with a variety of vessels.

Tall ships have always been able to draw 2,000 to 4,000 people on the Peekskill waterfront when marketing by the National Maritime Center. Thus, there may be potential to generate significant revenue from vessel-related activities if they are marketed sufficiently. It is important to note that most historic vessels cannot charge admission due to Coast Guard regulations.

The Role of Small Boats: Small boats also have an important role to play on the waterfront. Boat building and livery for small boats is another way to provide an ongoing active maritime presence on the Peekskill waterfront. Yonkers does an effective job of waterfront education and environmental interpretation on its waterfront. Riverfront Green could provide an effective and visible location for activities related to smaller boats.

Tie Maritime Activities to Festivals: Peekskill could include activities on boat building and maritime life as part of festivals located on the waterfront. These kinds of activities could be integrated into existing festivals as well.

Berth Space: In addition, there is currently a shortage of berth space along the river. If Peekskill could develop such accommodations, there is likely to be demand for it.

Recommendations/Suggestions Made During the Discussion

Peekskill should be clear about benefits it wants from waterfront: In general, it is important that when dealing with tourboat operators, it should be seen as a 2-way street. Peekskill needs to be clear about what it wants from the operators. For example, when the Commander began operating in the area, then-mayor Pataki made it clear that he expected the boat to use local caterers for any food service requirements.

Infrastructure should be flexible: Caution was expressed that, while it is important to advocate for adequate infrastructure to host vessels along the waterfront, that infrastructure must be able to accommodate a broad range of classes of vessels as possible. This will help insure that the infrastructure that is developed will provide the maximum return for the City. Technology such as floating docks can be helpful in this regard.

Programming and Marketing are as essential as Infrastructure: While getting the infrastructure in place was essential to the success of building a maritime experience, it was only the first step. That investment must be accompanied by extensive programming and marketing to build visitation to the waterfront.

Plan for both Shore-based and River-based Activities: Planning for maritime experiences on the waterfront requires attention to two types of activities associated with vessels:

1. Vessels that provide their experience underway on the river (including most commercial tour boats)
2. Vessels that provide their experience dockside (including most educational vessels)

Each of these types of activities has different requirements in terms of dock space, parking, etc.

Directory of “Vessel Ready” Waterfronts: It was suggested that creation of a directory of waterfront communities ready to receive vessels (i.e., sufficient water depth, infrastructure and programming) would be helpful.

Create Permanent, Visible Maritime Presence on the Waterfront: Part of the marketing effort may involve creating a permanent visible presence on the Peekskill waterfront. The Half Moon’s home port is nearby but out of sight. If it could be harbored at a visible location on the Peekskill waterfront, this would continually market the waterfront to residents and visitors.

Create an atmosphere for “After Cruise” activities: On the land side, Peekskill should ensure that the street across from the Green is seen as secure and pedestrian friendly. Creating locations for “after cruise” lounging and eating could capture additional spending from passengers. Also, getting local people to continually use the waterfront through restaurants, boat-building programming, community sailing programs, etc., will simultaneously improve safety and perceived safety in waterfront areas.

Don’t forget Parking: Parking is also a key issue. A tour boat like the Commander needs approximately 50 or 60 parking spaces to support its operations.

Budget for programming: Create an annual budget to fund visiting vessels and waterfront programming (\$50,000 to \$80,000 per year). This could be generated through a hotel/motel tax, if enacted.

Get started: Start waterfront activities as soon as possible, including waterfront festivals, enhanced boatbuilding training, community sailing programs, etc.

Marketing is essential: Public/private partnerships can be key sources of revenues for marketing. Corporate sponsorships for waterfront activities should be explored.

Appendix 2: Asset Inventory

Historical Assets

Manufacturing and Industrial History

Asset Name:	Union Stove Works Building
Address/Location	Legge Systems, Walter G. Legge Company, 444 Central Ave., 10566
Description of Current (& any Proposed) Uses	<p>Union Stove Works was part of Peekskill's early industrial niche manufacturing stoves and plows. "By the year 1895, seven Peekskill foundries were producing and selling more than 200,000 heating and cooking stoves of all sizes and models," (John J. Curran, 2002). The original Union Stove Works building is still standing, and is now occupied by Legge Systems, a chemical cleaners company (ADL III Architecture PC. & Seth Harry Associates, 2009).</p> <p>"The most favorable location to help start the revitalization of the Central Ave corridor is located at Legge Systems...The current use of this property is challenging, since it is a chemical industrial use which is incompatible with revitalization goals...it is advisable for the City to open channels of communication with the current owner of Legge Systems and explore potential incentives to encourage their relocation to an existing industrial area of the city..." (ADL III Architecture PC. & Seth Harry Associates, 2009, "Manufacturing Tradition.").</p>
Audience(s)	
Passionate Travelers (and Others)	In its current state, the Union Stove Works building is not a significant attraction. Because it is not clearly identified or easily accessible to the public, it has little or no import to cultural heritage tourists. If restored only as an historic building, it would appeal primarily to Passionate travelers. However, the restoration may include reuse as another kind of attraction (arts, shopping, etc), that would have the capacity to draw other kinds of cultural heritage tourists.
Administrative Capacity	Legge Systems
Further Contacts	Legge Systems, 800-345-3443 or 914-737-5040

Asset Name:	Fleischmann's Pier
Address/Location:	Charles Point Pier Park
Description of Current (& any Proposed) Uses	<p>Fleischmann's yeast company was a major part of Peekskill's industrial history from 1900-1977, employing over 1,000 people and occupying 125 acres. Most of the buildings are no longer standing, with the exception of the Crystal Bay Restaurant, which was once the Gin Building. The pier itself was used to deliver molasses to the Fleischmann plant, making it one of the only deepwater piers along the Hudson. Remnants of the one-foot diameter pipe that transported the molasses were used to create the sculpture near the entrance to the pier, and Charles Point Park affords easy and attractive access (John Testa, 2003).</p> <p>However, the pier is currently in a state of extreme disrepair. It has been recommended that the second half of the pier be blocked from public access, and the first half will only be safely usable for another two or three years. To renovate the pier to the extent necessary for commercial use, the report estimates an initial cost of \$1,216,100 (Birdsall Services</p>

	<p>Group, 2010).</p> <p>While the pier is recognized by the National Maritime Historical Society for its unique history, it is currently used primarily as a recreational fishing and crabbing pier. It also hosts the tall ships during the Peekskill Celebration.</p>
Audience(s)	
Passionate Travelers	The pier is a dramatic monument to Peekskill's industrial history, and could therefore serve as a core attraction to Passionate tourists interested in the manufacturing tradition of small-town America. This angle allies Fleischmann's pier with other pieces of Peekskill's industry, like Union Stove Works and Peekskill Chemical Works.
Well-Rounded and Keeping it Light Travelers	While these tourists may not be drawn to Peekskill for its industrial history, it may serve as a strong enhancement. It is both a maritime attraction (it was built as a rare deepwater pier, and specially shaped for the convenience of unloading molasses), and an outdoor recreation site (Charles Point Park is on the Hudson River Trailway, and the pier is a legal fishing and crabbing area).
Administrative Capacity	Maintained by the City of Peekskill; The National Maritime Historical Society helped initiate the renovation and renaming of the pier
Further Contacts	The National Maritime Historical Society's Charles Point Council in Peekskill, 914-737-7878 or nmhs@seahistory.org

Asset Name:	Peekskill Chemical Works (The Binney and Smith Company)
Description of Current (& any Proposed) Uses	Joseph Binney founded Peekskill Chemical Works in 1864, which primarily produced charcoal and lamp black. Later, the Binney and Smith company was founded and moved to Easton, PA, and invented Crayola crayons in 1903 (Crayola Creativity Central, 2001).
Audience(s)	
Passionate Travelers	Any site associated with the Chemical Works company could be a memorable part of a Passionate tourist's core experience.
Further Contacts	City Historian John Curran, 914-736-0473 or brainman2u@yahoo.com

Social and Cultural History

Asset Name:	Peekskill Museum
Address/Location:	124 Union Avenue
Description of Current (& any Proposed) Uses	<p>The Peekskill Museum is a non-for-profit organization dedicated to the preservation of Peekskill history. It is located in the Herrick House, which was designed by the famous architectural firm of McKim, Mead, and Bigelow, and was donated to the city in 1944 with the intention of hosting a museum. The museum's permanent exhibits include the Ladies Victorian Bedroom, the Mario Boyle Children's Room, and the Peekskill Stove Collection. There are also changing exhibits, varying each season.</p> <p>The museum hours are extremely limited (Saturdays 1:00-3:00 all winter, and 1:00-4:00 during the summer), although they allow special tours by appointment. Their membership fee is \$25, and normal admission is \$2 for adults and \$1 for children.</p> <p>There are special programs offered on no set schedule—such as the presentation earlier this year about Fleischmann's role in Peekskill's history—but the schedule of events online</p>

	is outdated. They are also closely allied with Peekskill's Lincoln Society, which is involved with the yearly Lincoln reenactments and the restoration of the Lincoln Depot.
Audience(s)	
Passionate and Well-Rounded Travelers	The museum is the most obvious and accessible location for Passionate cultural heritage tourists to visit. Its exhibits cover manufacturing, social, and political history, and the building itself is an architectural draw. It could also serve as a core attraction to Well-Rounded tourists, as it is the most easily accessed historic resource.
Keeping it Light Travelers	For tourists who are less dedicated to historical pursuits, the museum could serve as an enhancement to their Peekskill experience.
Administrative Capacity	John J. Curran is the city historian and newly elected president of the museum. Other staff includes a Vice President, Treasurer, recording secretary, and corresponding secretary. The museum is a nonprofit, relying on private and corporate donations and membership fees from the local community. They do not have state or federal funding.
Further Contacts	Museum Number, 914-736-0473

Asset Name:	The Hawley and Harriet Green Residence
Address/Location:	1112 Main Street
Description of Current (& any Proposed) Uses	Hawley and Harriet Green were free African Americans living in Peekskill in the 1830s. Their home is one of the most likely sites for underground railroad activity, due to the existence of a secret stairwell, their outspoken abolitionism, and a few early local accounts, (John J. Curran, 2008, p. 33-34). In addition to their reputed railroad participation, the Greens have a great fascination simply for being land-owning, relatively affluent black Americans in the 1830s, and their residence provides excellent evidence of Peekskill's unique character. Their Main Street residence was at one time a potential site for an Underground Railroad Museum, but it is now privately owned. As recently as 2008 there were Underground Railroad Tours available in Peekskill, which featured the Green residence, Henry Ward Beecher's estate, and the AME Zion Church. It is unclear whether these tours are still offered.
Audience(s)	
Passionate Travelers	As a private home, this is not a strong attraction. But its connection to Civil War history, African American history, and the Underground Railroad gives it the potential to eventually become a core attraction for Passionate travelers.
Administrative Capacity	Privately owned
Further Contacts	For information about their fund-raising and support of the Green residence: Reverend Lacey, Mount Olivet Church Baptist Church, 914-737-7567 About possible tours: The Fern Tree, 914-736-7908 John J. Curran, City Historian, 914-736-0473 or brainman2u@yahoo.com

Asset Name:	Henry Ward Beecher Estate
Address/Location:	East Main Street
Description of Current (& any Proposed) Uses	Henry Beecher began his part-time residence in Peekskill beginning in 1859, and a renovated version of his home still exists on East Main Street. There are reputedly tunnels adjacent to this home which may have assisted in underground railroad activity. It should

	<p>be noted that Beecher's fame as a radical abolitionist—shipping arms to Kansas abolitionists under the guise of “Beecher's Bibles”—makes his home a point of interest regardless of verifiable railroad activity (John J. Curran, 2008, p. 42-44).</p> <p>His home (now brick instead of wood) is apparently privately owned and not available for historic tourism. The tunnels leading to the home, however, were formerly included on underground railroad tours. It is unclear whether these tours are in continuance, or if there is public access to the tunnels.</p>
Audience(s)	
Passionate Travelers	The Beecher tunnels could attract a similar tourist as the Green home—though the appeal of an unidentified and inaccessible cave is somewhat limited. With improved public access (or tours), the tunnels could be a fascinating component of Peekskill's underground railroad tourism.
Administrative Capacity	Unknown—apparently privately owned
Further Contacts	John J. Curran, City Historian, 914-736-0473 or brainman2u@yahoo.com

Asset Name:	AME Zion Church
Address/Location:	1220 Park Street (congregation) and 1218 Park Street (building)
Description of Current (& any Proposed) Uses	<p>The African Methodist Episcopal Church was originally established by a former slave in Philadelphia, and is generally associated with radical abolitionism and underground railroad activities. Peekskill's was established in 1852. A Pace University Law School study of the church in 2000 found a secret panel and hidden room in the church, but there is strong evidence that the church was razed and rebuilt in the 1920s (John J. Curran, 2008, p. 39). The evidence for actual fugitive slaves is therefore somewhat questionable—but the AME church was an undoubtedly radical and activist organization, with a national history of brazen anti-slavery activities.</p> <p>The original church building still exists, though currently occupied by the Church of the Comforter, while the AME congregation is now in the former St. Peter and Paul's church right next door.</p> <p>The church is still very active, and was also included on the underground railroad tours. The congregation celebrates church anniversaries, but does not appear to have any other public, historic events.</p>
Audience(s)	
	(See above underground railroad sites)
Administrative Capacity	The A.M.E Zion Church (congregation) and the Church of the Comforter (original building)
Further Contacts	A.M.E Zion Church, 914-739-8830 The Church of the Comforter, 914-737-7614

Asset Name:	National Register Historic Districts
Address/Location:	Two districts: the commercial downtown of Main Street and Fort Hill
Description of Current (& any Proposed) Uses	These two districts encompass nearly 40 acres and 150 historic buildings. The Peekskill nomination states that “the Peekskill Historic District remains as a rare surviving element of nineteenth-century urban commercial development in the Hudson Valley,” (Neil Larson,

	<p>2003). The architectural styles range from mid-nineteenth century Greek Revival to Modern Late Victorian, and are both residential and commercial. Peekskill is also making a continuing effort to improve their historic and cultural appeal. There are therefore numerous improvements planned for these districts, including tax incentives for homeowner's to renovate their historic homes and the adaptive reuse of several buildings.</p> <p>A great deal of information about the historic district and its recent renovations can be found in the Peekskill Historic Preservation Newsletter, which outlines the oldest and most successfully renewed buildings. Other than this source, however, a walking tourist through Peekskill may have very few informational resources.</p>
Audience(s)	
Passionate Travelers	The historic downtown of Peekskill provides a wonderfully appealing authentic backdrop for cultural heritage tourists. Main Street, and all the historic attractions nearby, provides the ideal primary destination for most Passionate tourists.
Well-Rounded and Keeping it Light Travelers	It is also an ideal location to allow for dual-purpose tourism—viewing historic districts, but also experiencing Peekskill's modern culture of cafes, bars, and boutiques.
Administrative Capacity	The Historic and Landmark Preservation Board oversees the Historic Preservation Program, and holds open meetings on the fourth Thursday of each month at 7:30 P.M. in the Common Council Chambers in City Hall
Further Contacts	Jean Friedman, City Planner, 914-734-4218.

Political and Military History

Asset Name:	The Lincoln Exedra
Address/Location:	South Street and Hudson Ave
Description of Current (& any Proposed) Uses	<p>The current exedra was established in 1925 to commemorate Lincoln's brief appearance during his train tour of the nation, and overlooks the original depot. The land was donated by a civil war veteran, and the memorial was designed by a local architect and artist.</p> <p>Peekskill's Lincoln Society holds annual reenactments on Lincoln's birthday, as well as a wreath-laying ceremony on the anniversary of his election at the exedra.</p> <p>The recent improvements to the Lincoln Depot have made this overlook more valuable, affording a view of the upcoming Lincoln Museum and statue.</p>
Audience(s)	
Passionate Travelers	The Lincoln exedra appeals particularly to Passionate travelers, who may be drawn to Peekskill by its active Lincoln Society, annual parade and celebration, or the Lincoln Museum.
Well-Rounded Travelers	Prior to the existence of the Lincoln Museum, this exedra provided the only accessible information to tourists concerning Lincoln's well-remembered activity at Peekskill. It still provides an easy and quick attraction to tourists already walking the historic district.
Administrative Capacity	City of Peekskill

Asset Name:	The Lincoln Depot Museum
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Address/Location:	10 South Water Street at the foot of Central Avenue
Description of Current (& any Proposed) Uses	<p>The Lincoln Depot Museum is large-scale renovation and addition to the Lincoln Depot, which will eventually include a visitor's center, informative "heritage pathway," historic railroad car, and museum. Currently the depot is planned for renovated, and already features a life-size statue of Lincoln as its chief attraction, (Peter J. Smith & Co., 2009).</p> <p>As it currently stands, the depot is limited by a lack of easy pedestrian access and the poor condition of the building. Local events (such as the garden club plant sale and Lincoln reenactment) are sometimes hosted there.</p> <p>If completed as planned, the Depot could be a key site for cultural heritage tourists in Peekskill, providing a connection between the historic downtown and the waterfront. It would be a tangible and appealing display of Peekskill's enthusiasm for their historical connection to Lincoln.</p>
Audience(s)	
Passionate Travelers	The Depot will eventually become an ideal attraction for Passionate historical tourists interested in Lincoln, the Civil War, and Peekskill's unique historic contributions.
Well-Rounded and Keeping it Light Travelers	The Depot would be such a high-profile attraction that it would garner the attention of tourists walking anywhere in the area. This makes it an enhancement opportunity for every kind of tourist.
Administrative Capacity	Owned by the city of Peekskill, overseen by the Lincoln Depot Foundation
Further Contacts	Susan Jacobson, Lincoln Depot Foundation, 914-589-7553, info@lincolndepotmuseum.org

Asset Name:	Birdsall House Plaque
Address/Location:	Corner of North Division Street and Main Street
Description of Current (& any Proposed) Uses	<p>This plaque commemorates the home that George Washington used briefly as his headquarters during the Revolutionary War. The original home was razed in 1853 to allow for the construction of Main Street, but the plaque was later installed by the Friendly Towns Association.</p> <p>The plaque is a minor attraction, convenient and accessible, which is limited by the fact that this interesting piece of Peekskill's history is no longer attached to a physical location. As it stands, it provides an interesting additional destination for Main Street tourists. A nearby bar has recently reopened under the name "Birdsall House," in commemoration of one of Peekskill's founders and the one-time host of George Washington.</p>
Audience(s)	
Passionate Travelers	The Birdsall Plaque is certainly appealing to passionate cultural heritage tourists who have an interest in Revolutionary War history. Peekskill has several connections to Revolutionary War history, but very little physical evidence.
Administrative Capacity	City of Peekskill

Asset Name:	Monument Park
Address/Location:	Corner of N. Division Street and Highland Ave.
Description of Current (& any Proposed) Uses	This park includes the Civil War Monument, which was dedicated in 1916 to the Peekskill soldiers of the Civil War. The park also contains memorials for WWI, WWII, the Korean War,

Proposed) Uses	and the Vietnam War veterans (City of Peekskill, 2010). The park is an attractive and informational outdoor attraction, easily accessed from the historic downtown. It is well-maintained and provides a central location for tourists to view Peekskill's military history.
Audience(s)	
Passionate Travelers	This is the best site that Peekskill offers for historic tourists interested specifically in military history. The Civil War monument is especially large and informative, and functions well in conjunction with the town's emphasis on Lincoln.
Well-Rounded Travelers	The location of the park makes is an ideal destination for anyone in the historic downtown, as the nearest available greenspace.
Administrative Capacity	The park is maintained by the department of Parks and Recreation

Prominent Historical Persons

This list includes famous historic persons associated with Peekskill, who are not easily connected to a specific physical asset.

- L. Frank Baum: attended the Peekskill Military Academy for two years. The Academy was closed in 1968 and razed to allow for the construction of the new high school.
- Richard E. Jackson: the first African American mayor in New York state
- Chauncey M. Depew: chairman of the New York Central Railroad and a United States Senator
- George Pataki: former New York State governor and former Peekskill mayor (the Leadership & Learning Center is geared almost exclusively to school groups)
- Actors Mel Gibson, Stanley Tucci, and Paul Reubens were all born in Peekskill

Cultural Assets

Arts Attractions

Asset Name:	Paramount Center for the Arts
Address/Location:	1008 Brown Street
Description of Current (& any Proposed) Uses	The Paramount Center was completed in 1930 and fully renovated in 2002. Since then, it has been “the linchpin of Peekskill's downtown artist district,” (Peekskill Department of Parks and Recreation, 2010), providing live performances, artist exhibitions, movies, and community programs. Their hours are Monday and Saturday, 10-3 and Tuesday-Friday, 10-5. The Paramount Center is one of Peekskill's most accessible and appealing assets—it is well-located, historically rooted, affordable, has reasonable hours of operation, and offers programs that appeal to a wide variety of tourists.
Audience(s)	
Passionate Travelers	The Paramount Center naturally appeals to Passionate travelers. For them, the Paramount offers art and independent films, exhibitions of local artists, plays, and live music.
Well-Rounded and Keeping it Light Travelers	The diversity and fun of the Paramount makes it a core attraction for both other tourist groups. Families with younger children (who might otherwise find limited opportunities in Peekskill), might be especially drawn to the Paramount. They make a strong effort with

	children's plays and movies, storytelling, and other events.
Administrative Capacity	The Paramount Center is funded primarily by donations, ticket sales, membership, and corporate endorsement. They are also supported by the Peekskill Arts Council.
Further Contacts	Administrative Office Number: 914-739-2333

Asset Name:	Hudson Valley Center for Contemporary Art
Address/Location:	1701 Main Street
Description of Current (& any Proposed) Uses	<p>The HVCCA is a non-profit organization “dedicated to the development and presentation of exhibitions and interdisciplinary programs that enrich our understanding of contemporary art, its contexts, and its relationship to social issues,” (HVCCA, 2010). They have three primary programs: exhibitions (both temporary and long-term, by emerging and well-known artists), artists-in-residence (the sponsorship of an artist and exhibition space), education and public outreach (including lectures, discussions, projects, and events). Their permanent installations are not only in the museum—they can be found throughout Peekskill, due to the success of their 'Peekskill Project.' They are open Saturdays and Sundays from 12-6 and by appointment, and general admission is \$5.</p> <p>The HVCCA has a significant investment in the progress of Peekskill's arts community, and their cooperation with the Peekskill Arts Council and the Better Improvement District has been greatly beneficial. Their exhibitions have also attracted national (it has been featured frequently in the New York Times) attention for their quality and diversity.</p>
Audience(s)	
Passionate Travelers	This is Peekskill's primary attraction to art lovers and artists, offering professionally curated and culturally diverse art exhibits—something difficult to find even in large cities. The artist-in-residence program also offers provides housing and a stipend for artists, attracting genuine artistic interest.
Well-Rounded Travelers	The HVCCA is such a high-profile (and extremely affordable) attraction, that tourists in Peekskill for historical attractions, marine activities, outdoor recreation, or shopping will be easily interested in it. For well-rounded travelers it may function as a core attraction, but is primarily an enhancement for Keeping it Light tourists.
Administrative Capacity	It is a non-profit organization founded by Livia and Marc Strauss in 2004; it is currently funded primarily by donations and grants.
Further Contacts	HVCCA contact: 914-788-0100

Asset Name:	Art Galleries and Venues		
Gallery Name	Address	Description	Contact
Bean Runner Gallery	201 S. Division St.	A cafe which also hosts a variety of artistic installations, musical performances and events	914-737-1701
Brown Street Studios	1006 Brown St., 2 nd floor	A series of galleries containing the work of 14 separate artists; open only by appointment	914-739-1224
Driftwood Gallery	44 N. Division St.	Gallery offering studio space to a single artist at a time, open Thurs-Sun.	914-788-4650
Flatiron Gallery	105 S. Division St.	A large gallery with very diverse media	914-734-1894

		and styles—ceramics, sculptures, oil, watercolor, modern, traditional—and hours Thurs.-Sun. 12-6.	
Ceramics Center at The Hat Factory	1000 N. Division St.	A fully-equipped pottery studio displaying ceramics and offering demonstrations	(914) 739-CLAY
Innovative Arts	1 S. Division St., Studio 1	A very active gallery that also offers classes and hosts events, open Fri.-Sun., 12-6.	914-930-1474

Festivals, Events and Programs

Event:	Open Studios
Address/Location:	Throughout Artists' District
Date/Time:	First Weekend in June, 12:00-5:00
Description of Event	A weekend celebrating Peekskill's newly revitalized arts district, and a free opportunity for the public to see all of Peekskill's major galleries and over 100 artists' work. Musical events are held in the evenings at local cafes/clubs, and many galleries and museums schedule special public events for the occasion.
Audience(s)	
Passionate Travelers	This event is a core attraction for Passionate tourists who are actively seeking enriching cultural experiences.
Well-Rounded Travelers	This is also an exciting opportunity for more casual art-lovers, allowing access to private studios and guided tours of each gallery.
Administrative Capacity	The Peekskill Arts Council is in charge of organizing and funding this event, though local galleries and the HVCCA are active participants.
Further Contacts	Jo-Ann Brody, (914) 737-1646, Larry D'Amico, (914) 734-1292 larrydamico@verizon.net

Event:	Farmer's Market
Address/Location:	Bank Street
Date/Time:	Saturdays, 8:30-2:00, June 12 th - November 20 th
Description of Event	The Peekskill Farmer's Market is quite large and successful, attracting over 25,000 customers during the season. The vendors sell vegetables, home-baked goods, cheeses, honey, local meats, wines, and there is an experienced gardener available to provide advice.
Audience(s)	
Keeping it Light Travelers	The central location and size of the farmer's market means that casual, fun-seeking tourists (shoppers, recreationists, etc) could easily enjoy the diverse offerings of the market. It is lively, active, and accessible—a core attraction for Keeping it Light tourists.
Passionate and Well-Rounded Travelers	The Market will serve primarily as an experience enhancement for the other two groups. It is not a powerful enough cultural asset to attract tourists by itself, but its accessibility and interest would draw participants already visiting Peekskill.
Administrative Capacity	The Business Improvement District has ultimate administrative decision-making about the market, though the market has its own “market manager.” Each seller pays a monthly fee for their location in the market, and these dues are the primary financial support for the market.

Further Contacts	Farmer's Market questions: (914) 737-2780, Tues. or Fri., 10 – 1.
Additional Info. Needed	Does the farmer's market ever operate in association with the artists/galleries? Joint sales, or coordinated events?

Event:	Peekskill Celebration
Address/Location:	Riverfront Green Park
Date/Time:	First weekend in August
Description of Event	<p>The Peekskill Celebration is the town's largest annual event, attraction over 20,000 people over the weekend. Intended to encourage community pride and provide family entertainment, the festival includes music, arts and crafts, food, demonstrations, fireworks, and the Dragon Boat Race. Admission to the Riverfront Green is free, and free shuttles are offered Saturday and Sunday.</p> <p>The Peekskill Celebration is a well-established and well-advertised event, reaching tourists throughout the Hudson Valley. Information about schedules and events is easily found, transportation is not difficult, and diversity of the events appeals to a wide range of participants</p>
Audience(s)	
Peekskill Residents	This is the kind of local festival that primarily attracts town residents and those from nearby areas. Its emphasis on community-building and pride make its largest audience the people of Peekskill.
Well-Rounded, Passionate and Keeping it Light Travelers	The wide range of activities at the Celebration, from historic tours to food booths to kayaking, means that this event could be a core attraction for every market segment.
Administrative Capacity	The City of Peekskill offers financial and logistical assistance to the Celebration, but Peekskill Festivals (a non-profit) is the primary organizer and fundraiser. They are supported by business sponsorships, advertising and vendor fees.
Further Contacts	Festival Contact: 914-736-2000

Asset Name:	Other Festivals			
<i>Event Name</i>	<i>Location</i>	<i>Date/Time</i>	<i>Contact</i>	<i>Description</i>
Jazz and Blues Festival	Central Ave. & N. Division St.	July 31, 4pm-10pm	BID	A free outdoor concert of local jazz musicians
Hudson Valley Irish Fest	Riverfront Green	September 25, 11am-7pm	Dan Dennehy, 914-588-2710	An annual celebration of Irish American culture, including dance, music, and food.
Rotary Club Horse Show	Blue Mountain Park	September 25-26, 8am-5pm	info@peekskillrotary.com	A horse competition and country fair hosted by the Rotary Club.
Peekskill Festa Italiana	Brown St.	August 12-14, 12pm-10pm	BID	An Italian culture festival during the Feast of the Assumption
Holiday Celebration	N. Division St. & Park St.	December 4, 12pm-8pm	BID	A Christmas event including treelighting, winter ferris wheel, Santa, and movies.

Restaurants, Cafes, and Clubs

Asset Name:	Ethnic Foods		
<i>Restaurant Name</i>	<i>Cuisine</i>	<i>Address</i>	<i>Contact</i>
Ciro's on South	Italian	911 South St.	914-736-6720
Cuencana Chola	South American	1101 Main St.	914-737-9041
El Cisne	Ecuadorian	933 South Street	914-930-1838
El Conquistador	Central American	17 Bank St.	914-737-1505
El Mixto Asador Manabita	Ecuadorian	904 Main St.	914-737-0399
La Herradura Bar, Grill and Seafood	South American	118 N. Division St.	914-737-2264
Mediterraneo Restaurant	Mediterranean	923 South St.	914-737-7224
Ruben's Mexican Café	Mexican	5 N. Division St.	914-739-4330
Precious Garden	Chinese	990 Main St.	914-737-8611
Capri I	Italian	362 Washington St.	914-737-5590
Emperor's Choice	Chinese	Beach Shopping Cntr.	914-737-1888
Number One Chinese Restaurant	Chinese	Crossroads Plaza	914-737-6449
Taormina	Italian	59 Hudson Ave.	914-739-4007

Asset Name:	Fine Dining	
<i>Restaurant Name</i>	<i>Address</i>	<i>Contact</i>
Birdsall House	970 Main St.	914-930-1880
NY Firehouse Grill	50 Welcher Ave.	914-788-0808
Crystal Bay on the Hudson	5 John Walsh Blvd.	914-737-8332
Henry's on the Hudson	634 Main St.	914-737-0515
Pastels Restaurant	Beach Shopping Center	914-736-1040
Peekskill Brewery	55 Hudson Ave.	914-734-2337
Peekskill Diner	13 Bank St.	914-737-7409
PJ Kelly's Bar and Restaurant	341 Railroad Ave.	914-734-2100
Rainbow Grill	425 Central Ave.	914-737-9658
Ravenna Osteria	1099 N. Division St.	914-736-0292
Sunset House	137 N. Water St.	914-734-4192
Westchester Diner	300 Old Albany Post Rd.	914-734-4949

Zeph's Restaurant	638 Central Ave.	914-736-2159
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Asset Name:	Cafés	
Restaurant Name	Address	Contact
Bean Runner Café	201 S. Division St.	914-737-1701
Kathleen's Tea Room	979 Main St.	914-734-2520
Peekskill Coffee House	101 S. Division St.	914-739-1287
Royal J Coffee Shop	1 Bank St.	914-734-4832
The Submarine Gallery	1 N. Division St.	914-739-8827

Asset Name:	Pizza	
Restaurant Name	Address	Contact
Antonio's Pizza	1101 Main St.	914-739-9090
Nonna's Pizza	Beach Shopping Center	914-737-3222
Di Nardo's Trattoria	418 Washington St.	914-737-4445

Asset Name:	Music Clubs	
Restaurant Name	Address	Contact
12 Grapes Music and Wine Bar	12 N. Division St	914-737-6624
Division Street Grill	26 N. Division St.	914-739-6380

Maritime Assets

Maritime Sites

Asset Name:	Fleischmann's Pier
Address/Location:	Charles Point Pier Park
Description of Current (& any Proposed) Uses	See Fleischmann's Pier entry under the Manufacturing and Industrial History section, page 1.

Asset Name:	Waterfront Walkway
Address/Location:	Riverfront Green Park
Description of Current (& any Proposed) Uses	The Waterfront Walkway is a planned (but not yet constructed) improvement to the Riverfront Green in Peekskill. The walkway itself will be a 10' wide continuous path alongside the river for recreational use, but there are several other improvements associated with the walkway. The plans include a landscaped overlook area at the mouth of McGregory Brook and picnicking areas. A great deal of natural restoration and environmental work is also planned—including formalizing the beach area and protecting

	the shoreline from erosion. There are also some largely-conceptual plans for a new band shell, ferry dock, and concession stand.
Audience(s)	
Maritime Activities	The walkway is intended to act as an improved “gateway” to Peekskill’s riverfront. It will be of interest to those interested in almost any maritime activity.
Outdoor Recreation	It also has a more general appeal to anyone seeking centrally located outdoor recreation, including kayaking, biking, walking, or picnicking.
Administrative Capacity	The walkway has been planned and funded entirely by the City of Peekskill.
Further Contacts	City of Peekskill Department of Parks and Recreation, Office number: 914.734.7275. Joyce L. Cuccia, Recreation Supervisor: 914.734.4221

Asset Name:	Peekskill Landing Park
Address/Location:	N. Water Street
Description of Current (& any Proposed) Uses	<p>Peekskill Landing is a 4.4 acre piece of vacant riverfront which has previous been a major industrial site. The City of Peekskill, in conjunction with Scenic Hudson (a public charity dedicated to preserving the Hudson River), is currently finalizing plans to transform this site into a city park. The plans include a fishing pier, walking trails, picnic area, kayak storage facility, and maritime museum (Quennell Rothschild & Partners, 2010).</p> <p>This renovation has been planned since 1998, and has stalled for a variety of reasons. It has recently reopened the project to public comment, and at least one open meeting was held in January, 2009. Construction has begun, and has mostly been concerned with environmental preservation, but there is no clear schedule of completion.</p>
Audience(s)	
Passionate Travelers	The Peekskill Landing Park, if completed as planned, would be a central attraction for all tourist groups. Peekskill Landing has its own industrial history and, with appropriate signage or promotion, it could attract visitors simply for its history.
Well-Rounded and Keeping it Light Travelers.	The planned inclusion of kayaking access and a fishing pier would attract tourists looking for outdoor recreation. While Peekskill has a variety of parks and preserves, this would be the most centrally located and most extensive.
Administrative Capacity	The park is eventually intended to be deeded entirely to the City of Peekskill, but is currently jointly owned by the City and Scenic Hudson. The NYSDOS is the major source of grants (largely through the Environmental Protection Fund), but Scenic Hudson is also a financial contributor.
Further Contacts	<p>National Maritime Museum, 914-737-7878</p> <p>Scenic Hudson Contact, Meg Rasmussen: 845 473 4440, ext. 263</p> <p>City of Peekskill Planner, Jean Friedman, 914-734-4218, jfriedman@cityofpeekskill.com</p>

Asset Name:	Maritime Center
Address/Location:	Peekskill Landing Park
Description of Current (& any Proposed) Uses	The National Maritime Historical Society is proposing the creation of a 10,000 square foot building in Peekskill Landing that would serve several functions: it would be a conference space, public museum, maritime history library, gift shop, public programming location (such as the wooden boat building project), and provide office space for the NMHS. This is not currently funded, but is a serious future project.
Audience(s)	

Passionate Travelers	The Maritime Center would provide a much-needed centralization of Peekskill's maritime assets, which are numerous but now well-associated or easily accessible. The museum and potential lectures/educational events would be a significant draw for Passionate tourists invested in historical programming.
Well-Rounded Travelers	Well-Rounded tourists may also be a strong audience who would be willing to seek out the maritime center for its informative nature and cultural fun.
Administrative Capacity	The park itself is eventually intended to be deeded entirely to the City of Peekskill, but is currently jointly owned by the City and Scenic Hudson. It is unclear whether the Maritime Center would be owned by the City or by the NMHS, and depends somewhat on funding sources.
Further Contacts	National Maritime Museum, 914-737-7878 Scenic Hudson Contact, Meg Rasmussen: 845 473 4440, ext. 263 City of Peekskill Planner, Jean Friedman, 914-734-4218, jfriedman@cityofpeekskill.com

Maritime Events and Programs

Event/Program Name:	Charles Point Council
Location:	5 John Walsh Blvd.
Description of Program	The Charles Point Council operates within the National Maritime Historical Society, and coordinates a number of events. They oversee the M/V Commander trips, provide a lecture series on maritime topics, and assist the city with maritime renovation projects (such as Fleischmann's Pier and the Charles Point Park). Their website provides a calendar of maritime events (not all of which are in Peekskill), and information about their cruises and field trips. They are a valuable resource for tourists specifically interested in maritime activities (National Maritime Historical Society, 2006).
Audience(s)	
Passionate, Well-Rounded, and Keeping it Light Travelers	The Charles Point Council provides programs that are interesting to all three groups roughly equally. For any tourist, these events would serve as excellent enhancements.
Administrative Capacity	They are a subsection of the National Maritime Historical Society.
Further Contacts	NMHS contact, 914-737-7878

Event/Program Name:	M/V <i>Commander</i> Cruise
Location:	Leaving and returning to Peekskill Riverfront Green Park
Dates Offered:	Last Saturday of each month, May-Oct, 12:30-3:30
Description of Program	The <i>Commander</i> was originally built in the 1900s as a passenger ferry, patrolled the Hudson River during WWI, and was used as a touring vessel since the 1980s (National Maritime Historical Society, 2004). The <i>Commander</i> leaves and returns from the Riverfront Green Park, and includes a narrated historic tour during the three-hour ride. Reservations are required, \$40/person, and group rates are available.

Audience(s)	
Well-Rounded and Keeping it Light Travelers	These cruises are such an active and interesting attraction that they could serve as a core attraction for both Well-Rounded and Keeping it Light travelers. Those interested in outdoor activities would have an excellent opportunity to see scenic Hudson River in an afternoon, while the tours would provide cultural interest.
Passionate Travelers	Since the <i>Commander</i> is the only operational vessel that served the navy in WWI, this lends it a particular interest to military history enthusiasts. It could be an excellent enhancement for Passionate travelers.
Administrative Capacity	The Charles Point Council assists in advertising these cruises, and occasionally books group outings, but the boat is owned and operated by Hudson Highland Cruises.
Further Contacts	Hudson Highland Cruises, (845) 534-7245 or rideaboat@aol.com NMHS, 914-737-7878
Additional Info. Needed	The Haverstraw and West Point cruises are available much more often and with much more variety—could the Peekskill tour eventually expand, if there were interested consumers? How are the other cruises advertised?

Event/Program Name:	The Boatworks Project	
Location:	Park Street Garage	
Dates Offered:	Summer 2010	
Description of Program	<p>The Boatworks Project is a community project giving teens the opportunity to build skiffs and longboats under the supervision of Jim Taylor, a former educator and builder. This summer the team built one longboat, and has plans to continue their project year-round, but are looking for additional funding. They have also presented their work at a variety of maritime events in Peekskill (organized mostly by the Charles Point Council). The program recently won an award from the New York State Conference of Mayors (Peekskill Daily, 2010).</p> <p>This is strictly a community program—not open to public or tourist participation—and thus it is not “usable” as a tourist attraction. It does, however, help to build Peekskill's reputation as a culturally rich and interesting community. If the program continues and expands, it also has the possibility of offering additional attractions or events.</p>	
Administrative Capacity	The Boatworks Project is organized by the Peekskill Youth Bureau, but funded by both the Peekskill Rotary Club and the City.	
Further Contacts	Darryl Francis at the Youth Bureau, 914-734-2051	

Recreational Assets

Recreational Parks, Preserves, and Stadiums

Asset Name:	City Parks	
<i>Park Name</i>	<i>Location</i>	<i>Description</i>
Riverfront Green	Hudson Ave.	One of Peekskill's most active parks, the Riverfront Green hosts the Peekskill Celebration and many other festivals and events. It has river access for kayakers, and scenic views of the Hudson.

Waterfront Walkway	In Riverfront Green Park	See <i>Waterfront Walkway</i> entry in <i>Maritime Sites</i> section, pg. 15.
Annsville Preserve Park	Old Pemart Ave.	The Annsville Preserve is a recent addition, a small riverfront park with picnic areas, access to a fishing pier, and a permanent installation (<i>Water Works</i>) from the HVCCA. In 2004 it won the Governor's Waterfront Rediscovery Award.
Charles Point Pier Park	Accessible from Louisa Rd.	This is the park at the entrance to Fleischmann's Pier, and is a scenic picnic area. Certain events of the Peekskill Celebration are held there.
Depew Park	Accessible from Hudson Ave. and Union Ave.	Depew is one of the city's largest parks (170 acres), offering walking trails, a swimming pool, tennis courts, two tracks, and access to the Blue Mountain Reservation.
Franklin Park	Franklin St.	This is a small park, with basketball courts and a playground.
Lepore Park	Main St.	A small urban park with a 'spray pool' in the summer and a baseball field.
Tompkins Park	Main St. and Park St. entrances	This small park is home to a baseball field, basketball courts, and a playground
Peekskill Dog Park	1795 Main St.	The dog park is both an open area for pet-owners to visit with their dogs, and an organization which organizes a variety of dog-related events (costume contests, games, fundraisers, etc).
Peekskill Stadium	Louisa St.	The stadium is a baseball field complex right near the Hudson River, with games played most summer evenings.
Administrative Capacity:	All city parks are maintained by the Peekskill Department of Parks and Recreation.	
Further Contacts	Parks and Recreation office number, 914-734-7275	

Asset Name:	Blue Mountain Reservation
Address/Location:	Welcher Ave.
Description of Current (& any Proposed) Uses	<p>The Blue Mountain Reservation is Peekskill's most attractive outdoor destination, with 1,600 acres of woodlands and 22 miles of hiking trails. It is also "nationally known" for mountain biking (New York-New Jersey Trail Conference, 2010). Formerly part of the Van Cortlandt Manor, the reservation was purchased by the county in 1927. The Blue Mountain Lodge offers convenient and affordable lodging..</p> <p>As this is not a Peekskill park, the Blue Mountain Reservation is not easily worked into any schemes for touristic improvement. The park as it currently stands is an excellent attraction for outdoor recreationalists, and is frequently listed as an ideal mountain-biking location.</p>
Audience(s)	
Well-Rounded and Keeping it Light Travelers	This is perhaps the best attraction for nature-lovers, and has the size and range of activities to attract hikers, bikers, and cross-country skiers to Peekskill simply for its proximity to the reservation.
Administrative Capacity	The Reservation is owned by Westchester County, and maintained by the Westchester Co. Department of Parks and Recreation.
Further Contacts	Westchester Co. Department of Parks and Recreation, 914-862-5275

Recreational Activities

Activity Name:	Hudson River Kayaking
Location:	1 Annsville Cir., Cortandt Manor
Dates Offered:	Summer only, variable calendar
Description of Program	Atlantic Kayak Tours is a sea-kayaking business that operates a paddlesport center just west of Peekskill. Their facility has several launch locations nearby, a handi-cap accessible dock, and kayak storage. They provide kayaking equipment, lessons, and tours on the Hudson.
Audience(s)	
Well-Rounded and Keeping it Light Travelers	This is one of the most easily-accessed and entertaining outdoor activities in Peekskill. Because of the renown of Atlantic Kayak Tours, this activity is also well-advertised and fully capable of attracting tourists to Peekskill just for the kayaking experience.
Administrative Capacity	Atlantic Kayak Tours, Inc., runs the Annsville PaddleSport Center, though the park and river access is City-owned.
Further Contacts	Atlantic Kayak Tours, Main Office, 845-246-2187 Annsville Creek Paddlesport Center, (seasonally closed), 914-739-2588

Activity Name:	Sportsman Center Target Shooting
Location:	183 Watch Hill Road, Cortlandt Manor, NY
Dates Offered:	Open Thurs-Sun, 10-4
Description of Program	The Blue Mountain Reservation has a shooting range associated with it, offering archery, trap and skeet shooting, and free lessons. The price ranges from \$3.50-\$12/hr.
Audience(s)	
Well-Rounded and Keeping it Light Travelers	Target shooting, in conjunction with the other outdoor activities provided by the Blue Mountain Reservation, could provide a significant draw for outdoor-enthusiasts.
Administrative Capacity	Westchester County Department of Parks and Recreation
Further Contacts	Sportsman Center, 914-862-5280

Activity Name:	L J Ranch
Location:	Montrose Station Road (near Blue Mountain)
Dates Offered:	Unknown
Description of Program	L J Ranch is located within the Blue Mountain Reservation and offers riding lessons, trail rides, and tack for tourists interested in exploring the reservation on horseback. The ranch does not have a website and is not listed in any of Peekskill's tourist information.
Audience(s)	
Well-Rounded and Keeping it Light Travelers	Trail rides are an ideal activity for nature-loving tourists, providing a more unusual form of entertainment.
Administrative Capacity	Private business
Further Contacts	L J Ranch, 914-739-9291

Activity Name:	Dragon Boat Races
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Location:	Riverfront Green
Dates Offered:	August 6-8 (during the Peekskill Celebration)
Description of Program	<p>The Dragon Boat Races are an annual tradition at the Peekskill Celebration, in which teams of 20 rowers compete against each other paddling 40 ft. boats decorated as dragons. The activity is based on a historic Chinese tradition, and is open to people of all ages and skill levels. Recently the dragon boat races have become Hudson Cancer Awareness Races, inviting cancer survivors and their families to participate. Businesses and sports teams make up the majority of the boat-racers.</p> <p>This is a very well-known and liked part of the Peekskill Celebration, with the possibility of attracting outside interest because of its uniqueness and popularity.</p>
Audience(s)	
Well-Rounded and Keeping it Light Travelers	This activity seems specifically of interest to those looking for river fun. It is physical and competitive, offering a unique way to experience Peekskill's riverfront.
Administrative Capacity	The races are organized by the Peekskill Festivals organization, along with the City of Peekskill.
Further Contacts	Peekskill Celebration Information, 914-736-2000

Appendix 3: Media Contacts

The following is a list of media contacts to support Peekskill's media plan (as discussed in section IV. Mobilizing the Core Idea). The list is divided into print and broadcast media outlets.

Table A3-1. Media Contact List			
Print Media			
Publication	Name	Title	Email
Westchester Magazine	John Turiano	Managing Editor	jturiano@westchestermagazine.com
Westchester Magazine	Esther Davidowitz	Editor in Chief	edavidowitz@westchestermagazine.com
America Latina	Jananne Abel	Editor	latina@westmorenews.com
AP: White Plains Bureau	Jim Fitzgerald	Correspondent	jfitzgerald@ap.org
Bronxville Bulletin	Barbara Solomon	Assistant Editor	prod@shorelinepub.com
El Clarin	Rafael Espailat	Editor	elclarinusa@aol.com
El Mirador	Cayo Acosta	Editor	elmiradornews@aol.com
Gannett Newspaper	Mary Dolan	Lifestyle Editor	mdolan@lohud.com
Gannett Newspaper	Richard Liebson	White Plains Express	rliebson@lohud.com
Hudson Valley Parent	Leah Black	Editor	editor@excitingread.com
Martinelli Publications	Millie Gutierrez	Executive Editor	rmmone@aol.com
New York Times - Westchester Bureau	Peter Appleborne	Regional Columnist	peappl@nytimes.com
North County News	Bruce Apar	Editor	bapar@ncnlocal.com
Pelham Weekly	Maggie Klein	Editor	maggieklein@pelhamweekly.com
Rising Publications LLC	Dan Murphy	Editor	dmurphy@risingpublications.com ideas@risingpublications.com
Rivertowns Enterprise	Timothy Lamorte	Co-Editor	rivertownsnews@optonline.net
Shoreline Publishing	Edward Shapiro	News Desk	es@shorelinepub.com
The Record-Review	RJ Marx	Editor	rjmarx@optonline.net
The Scarsdale Inquirer	Linda Leavitt	Editor-in-Chief	lleavitt@scarsdaleneews.com
Tora Tropical	Rigoberto Emmanuel Vinas	Co-Publisher	rabbi@lpjc.org
Westchester Family Magazine	Jean Sheff	Editor-in-Chief	jean.sheff@parenthood.com
Westchester Senior News	Helene Pollack		hp@shorelinepub.com
Westchester/Fairfield Business Journals	Caryn McBride	Editor	cmcbride@westfairinc.com
Westchester/Fairfield Business Journals	John Golden	Managing Editor	jgolden@westfairinc.com
Westmore News	Jananne Abel	Editor/Publisher	editor@westmorenews.com
White Plains Times		Staff Travel Writer	wptimes@wptimes.com
Riverdale Press			newsroom@riverdalepress.com
Time Inc. and Family Travel	Ralph Spielman	Executive Travel	ralph@familytravelforum.com

Forum		Administrator	
White Plains Times	Patricia Casey	Staff	pcasey@wptimes.com
Transit News Magazine	Winston Mitchell		Winston.Mitchell@nyct.com
Travel Writer's Journal	Bob Nesoff	Writer	bobmetnews@aol.com
Associated Press: New York Bureau		Public e-mail for press releases	APNYC@ap.org
The Examiner	Adam Stone	Publisher	stoneadamd@yahoo.com
Broadcast/Radio Contacts			
Station		Email	
News 12 Westchester		dwwolf@news12.com	
News 12 The Bronx		cpombo@news12.com	
WABC-TV		kenny.plotnik@abc.com	
WCBS-AM		ccioffi@wcbs880.com	
WCBS-AM		tscheld@cbs.com	
WCBS-TV		taiello@cbs.com	
WCBS-TV		wprinszano@cbs.com	
WINS-AM		mevorach@wins.com	
WNBC-TV		robert.sancho@nbcuni.com	
WNYW-TV		jonathan.casden@foxtv.com	
WRNN-TV		ddudley@rnntv.com Awhitman@RNNTV.com	
WVIP-FM		don@wvox.com	
WXPB-FM		cherrmann@pamal.com	
WGCH-AM		ikproductions@yahoo.com	
WVOX-AM		judy@wvox.com	
WOR710-AM		hamburgHelper@WOR710.com	
WRNN-DT Regional New Network		comments@RNNTV.com sgooden@rnntv.com	
News 12 Westchester		wc@news12.com lsalvadorini@news12.com mcalvi@news12.com	
WHUD-FM		mike@whud.com kacey@whud.com	
WHUV News-FM		newsroom@wfuv.org	
CBS Television Network		Travel Editor: mastertrav@aol.com	
Globetrotter TV		jonhaggins@aol.com	
WABCS-TV		wabctv-newsdesk@abc.com Susann.L.McGoldrick@abc.com Tim.p.Fleischer@abc.com	
WPIX-TV		wpixnewsdesk@tribune.com	
CBS 2 NY-TV		Desk@cbs2ny.com	
FOX 5 NY-TV		desk@Fox5ny.com	
NBC NY-TV		tim.minton@nbc.com	
NBCUniversal-TV		wnbc.newsdesk@nbcuni.com wnju47@nbcuni.com	
News 12-TV		bwconybeare@news12.com	

Appendix 4: Tour Boat Operations: Technical Requirements and Economic Impacts

Much of the following information was provided by Capt. Jeffrey Pyle of Empire Cruise Lines. The technical requirements for tour boats are the major points that tour boat operators consider when determining their home port, and the necessities for selecting a location. The economic impact section details the projected impact tour boat operations create in their home ports. It is important to note that each tour boat operator has their own business plan and core market, and this data necessarily reflects the experience of Empire Cruise Lines and Seaway Navigation and Tours.

Requirements for Tour Boat Docking

Research along with interviews with a number of tourboat operators have identified the following five requirements for successfully hosting a tourboat operator in a community.

Political interest and support: It is important for the local city and county governing bodies to be in support of the tour boat enterprise, and for them to act as strong advocates. Reluctance or lack of support from the local government will lead potential tour boat operators to seek business elsewhere.

Dock security: The docking facility must have tight security and controlled access, to ensure the safety and security of the boat and passengers.

Physical needs: The draft must be at least twelve feet, and the dockage provided should be the length of the tour boat plus 25% at a minimum. The dock should also be oriented intelligently to take advantage of the prevailing winds and currents. There should also be good tour coach/bus accessibility to the dock.

Fuel and water sources: Fuel pumps and potable water must be available near to the docking area, and preferably as part of the facility. Local municipalities can apply for grants to fund pump-out facilities on the riverfront.

Additional attractions: To be an ideal destination, the area must have other significant attractions that would provide a compelling reason for tourists to visit. Most tour boat operators are not interested in becoming the only attraction of an area, but are looking to gain access to an existing critical mass of regional tourism.

Economic Impacts of Tour Boat Operations

Seaway Navigation and Tours, Ltd Business Model: Empire Cruise Lines is a part of the larger Seaway Navigation and Tours company. Their business model draws heavily on tour bus operators. For each bus that comes to an area, the company estimates a \$15,000 economic impact. In other studies that impact has ranged from \$5,000 to \$17,000 per bus, depending upon the location of the tour and the demographics of the passengers served.

In their first year of operations from their Poughkeepsie base, Empire Cruise Lines plans on roughly 60 coaches (reaching a total impact of \$900,000). In the second year the business should expand to draw 100 coaches, making the economic impact close to \$1.5 million. Seaway Navigation and Trails also purchases approximately 5,000 meals annually, potentially creating up to another \$100,000 of economic impact.

Employment: Empire Cruise Lines expects to hire 20-30 employees, with some variability according to season.

Vessel support: The first three years of direct spending in support of the vessel amounted to approximately \$1.3 million, the majority of which was spent in local businesses.

Out-of-area visitors: Tour boats also have the capacity to attract visitors from out of the region, leading to higher spending on lodging and food.

Restaurant business: In their previous location, restaurants within two miles of the docking facility saw a 25% jump in their customer traffic. Now that Empire Cruise Lines has shifted their homeport, those businesses are asking for their return because they have seen a significant drop in business, particularly in advance reservations.

Appendix 5: New Media Group: Interactive Design Team, Internship Opportunity

The following is a description of a potential partnership between the City of Peekskill and the New Media Group of Westchester Community College, provided by Deborah Krikun of the College's Center for Digital Arts. Through internship-based work, the New Media Group (a student organization) could produce digital tourism materials for the City, including a website, a stand-alone kiosk, an App for mobile devices, and possibly an eBook for archival purposes. Their work could also result in a printed hardcopy of the interactive map for print-readers. Creating such materials would require a team constructed along the following lines:

Content Team

- Community Advisors, Environmental Advisors and Producer/Manager

Design Team

- *Art Director*: Designs graphics for electronic and print media and works closely with the Content and Programming team.
- *Assistant Art Director*: Maintains and assists with the execution of the graphics
- *Interactive Designer*: Translates the graphics design into a users interface for the web, kiosk, app and eBook (working with the Web programmer)
- *Assistant Interactive Designer*: Tests and programs design interface, works closely with other team members

Programming Team

- *Web Programmer*: is knowledgeable of the necessary programming needs for creating web pages, kiosk (touch screen), app and eBook. Experienced with hardware vendors for the kiosk, works closely with all team members.
- *Web Programming Assistant*: Works with the web programmer and Graphic team to test and program necessary database or content management systems.

Appendix 6: Tax Impacts

State and Local Tax Impacts of Visitors

Peekskill: Visitor Impacts

The following tables pertain to the economic activity that would be generated by typical and day-trip-only visitors to Peekskill. The first two tables refer exclusively to the economic activity *within* the City of Peekskill, while the second two tables deal with a larger economic picture that includes Westchester County. The Total State and Local tax refers to the total taxes generated by the visitors, while the totals beneath Peekskill and Westchester describe the portion that the City and County would receive.

Table A4-1.					
Peekskill: State and Local Tax Impacts from 1,000 Typical Visitors					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$270
Social Ins. Tax: Employee Contribution	\$32	\$0			
Social Ins. Tax: Employer Contribution	\$80				
Indirect Bus. Tax: Sales Tax			\$2,289		
Indirect Bus. Tax: Property Tax			\$2,892		
Indirect Bus. Tax: Motor Vehicle License			\$30		
Indirect Bus. Tax: Severance Tax			\$0		
Indirect Bus. Tax: Other Taxes			\$409		
Indirect Bus. Tax: S/L NonTaxes			\$89		
Corporate Profits Tax					\$194
Personal Tax: Income Tax				\$824	
Personal Tax: NonTaxes (Fines- Fees				\$172	
Personal Tax: Motor Vehicle License				\$16	
Personal Tax: Property Taxes				\$12	
Personal Tax: Other Tax (Fish/Hunt)				\$4	
Total State and Local Tax	\$112	\$0	\$5,708	\$1,028	\$465
Peekskill					
Sales Tax Revenues					\$119
Property Tax Revenues					\$701
Total Tax Revenues					\$819
Westchester County					
Sales Tax Revenues					\$431
Property Tax Revenues					\$338
Total Tax Revenues					\$770

Table A4-2.					
Peekskill: State and Local Tax Impacts from 1,000 Day-Trip Only Visitors					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>

City of Peekskill Cultural Heritage Tourism Strategic Plan

Dividends					\$146
Social Ins. Tax: Employee Contribution	\$17	\$0			
Social Ins. Tax: Employer Contribution	\$41				
Indirect Bus. Tax: Sales Tax			\$1,161		
Indirect Bus. Tax: Property Tax			\$1,467		
Indirect Bus. Tax: Motor Vehicle License			\$15		
Indirect Bus. Tax: Severance Tax			\$0		
Indirect Bus. Tax: Other Taxes			\$207		
Indirect Bus. Tax: S/L NonTaxes			\$45		
Corporate Profits Tax					\$105
Personal Tax: Income Tax				\$428	
Personal Tax: NonTaxes (Fines- Fees				\$89	
Personal Tax: Motor Vehicle License				\$8	
Personal Tax: Property Taxes				\$6	
Personal Tax: Other Tax (Fish/Hunt)				\$2	
Total State and Local Tax	\$58	\$0	\$2,895	\$534	\$250
Peekskill					
Sales Tax Revenues					\$60
Property Tax Revenues					\$356
Total Tax Revenues					\$416
Westchester County					
Sales Tax Revenues					\$219
Property Tax Revenues					\$172
Total Tax Revenues					\$390

Westchester County: Visitor Impacts

Table A4-3.					
Westchester County: State and Local Tax Impacts from 1,000 Typical Visitors in Peekskill					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$344
Social Ins. Tax: Employee Contribution	\$39	\$0			
Social Ins. Tax: Employer Contribution	\$97				
Indirect Bus. Tax: Sales Tax			\$2,897		
Indirect Bus. Tax: Property Tax			\$3,660		
Indirect Bus. Tax: Motor Vehicle License			\$38		
Indirect Bus. Tax: Severance Tax			\$0		
Indirect Bus. Tax: Other Taxes			\$517		
Indirect Bus. Tax: S/L NonTaxes			\$113		
Corporate Profits Tax					\$247
Personal Tax: Income Tax				\$1,421	
Personal Tax: NonTaxes (Fines- Fees				\$297	
Personal Tax: Motor Vehicle License				\$27	
Personal Tax: Property Taxes				\$20	
Personal Tax: Other Tax (Fish/Hunt)				\$7	
Total State and Local Tax	\$136	\$0	\$7,226	\$1,773	\$591
Peekskill					

Sales Tax Revenues	\$150
Property Tax Revenues	\$888
Total Tax Revenues	\$1,038
Westchester County	
Sales Tax Revenues	\$546
Property Tax Revenues	\$429
Total Tax Revenues	\$975

Table A4-4.

Westchester County: State and Local Tax Impacts from 1,000 Day-Trip Only Visitors in Peekskill

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$172
Social Ins. Tax: Employee Contribution	\$20	\$0			
Social Ins. Tax: Employer Contribution	\$50				
Indirect Bus. Tax: Sales Tax			\$1,404		
Indirect Bus. Tax: Property Tax			\$1,774		
Indirect Bus. Tax: Motor Vehicle License			\$19		
Indirect Bus. Tax: Severance Tax			\$0		
Indirect Bus. Tax: Other Taxes			\$251		
Indirect Bus. Tax: S/L NonTaxes			\$55		
Corporate Profits Tax					\$124
Personal Tax: Income Tax				\$714	
Personal Tax: NonTaxes (Fines- Fees				\$149	
Personal Tax: Motor Vehicle License				\$14	
Personal Tax: Property Taxes				\$10	
Personal Tax: Other Tax (Fish/Hunt)				\$4	
Total State and Local Tax	\$70	\$0	\$3,503	\$891	\$296
Peekskill					
Sales Tax Revenues					\$73
Property Tax Revenues					\$431
Total Tax Revenues					\$503
Westchester County					
Sales Tax Revenues					\$265
Property Tax Revenues					\$208
Total Tax Revenues					\$472

State and Local Tax Impacts of Individual Projects

Waterfront Capital Projects: Tax Impacts

Table A4-5. Westchester County: State and Local Tax Impact for All Waterfront Capital Projects					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$43,548
Social Ins. Tax: Employee Contribution	\$7,873	\$0			
Social Ins. Tax: Employer Contribution	\$19,555				
Indirect Bus. Tax: Sales Tax			\$161,535		
Indirect Bus. Tax: Property Tax			\$204,089		
Indirect Bus. Tax: Motor Vehicle License			\$2,143		
Indirect Bus. Tax: Severance Tax			\$0		
Indirect Bus. Tax: Other Taxes			\$28,838		
Indirect Bus. Tax: S/L NonTaxes			\$6,273		
Corporate Profits Tax					\$31,331
Personal Tax: Income Tax				\$326,168	
Personal Tax: NonTaxes (Fines- Fees				\$68,148	
Personal Tax: Motor Vehicle License				\$6,250	
Personal Tax: Property Taxes				\$4,637	
Personal Tax: Other Tax (Fish/Hunt)				\$1,664	
Total State and Local Tax	\$27,428	\$0	\$402,878	\$406,868	\$74,880

Table A4-6. Peekskill: State and Local Tax Impact for All Waterfront Capital Projects					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$37,485
Social Ins. Tax: Employee Contribution	\$7,885	\$0			
Social Ins. Tax: Employer Contribution	\$19,585				
Indirect Bus. Tax: Sales Tax			\$124,614		
Indirect Bus. Tax: Property Tax			\$157,442		
Indirect Bus. Tax: Motor Vehicle License			\$1,653		
Indirect Bus. Tax: Severance Tax			\$0		
Indirect Bus. Tax: Other Taxes			\$22,246		
Indirect Bus. Tax: S/L NonTaxes			\$4,839		
Corporate Profits Tax					\$26,969
Personal Tax: Income Tax				\$236,462	
Personal Tax: NonTaxes (Fines- Fees				\$49,405	
Personal Tax: Motor Vehicle License				\$4,531	
Personal Tax: Property Taxes				\$3,362	
Personal Tax: Other Tax (Fish/Hunt)				\$1,206	

Total State and Local Tax	\$27,469	\$0	\$310,795	\$294,966	\$64,453
Peekskill					
Sales Tax Revenues					\$6,451
Property Tax Revenues					\$38,814
Total Tax Revenues					\$45,265
Westchester County					
Sales Tax Revenues					\$23,476
Property Tax Revenues					\$18,743
Total Tax Revenues					\$42,219

Lincoln Plaza and Visitor's Center: Tax Impacts

Table A4-7. Peekskill: State and Local Tax Impacts of Lincoln Plaza (Only)					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$4,388
Social Ins Tax- Employee Contribution	\$969	\$0			
Social Ins Tax- Employer Contribution	\$2,406				
Indirect Bus Tax: Sales Tax			\$15,185		
Indirect Bus Tax: Property Tax			\$19,186		
Indirect Bus Tax: Motor Vehicle Lic			\$201		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$2,711		
Indirect Bus Tax: S/L NonTaxes			\$590		
Corporate Profits Tax					\$3,157
Personal Tax: Income Tax				\$29,554	
Personal Tax: NonTaxes (Fines- Fees				\$6,175	
Personal Tax: Motor Vehicle License				\$566	
Personal Tax: Property Taxes				\$420	
Personal Tax: Other Tax (Fish/Hunt)				\$151	
Total State and Local Tax	\$3,374	\$0	\$37,873	\$36,866	\$7,546
Peekskill					
Sales Tax Revenues					\$786
Property Tax Revenues					\$4,732
Total Tax Revenues					\$5,518
Westchester County					
Sales Tax Revenues					\$2,861
Property Tax Revenues					\$2,285
Total Tax Revenues					\$5,146

Table A4-8. Westchester County: State and Local Tax Impact for Lincoln Plaza (Only)					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>

City of Peekskill Cultural Heritage Tourism Strategic Plan

Dividends					\$43,548
Social Ins Tax- Employee Contribution	\$7,873	\$0			
Social Ins Tax- Employer Contribution	\$19,555				
Indirect Bus Tax: Sales Tax			\$161,535		
Indirect Bus Tax: Property Tax			\$204,089		
Indirect Bus Tax: Motor Vehicle Lic			\$2,143		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$28,838		
Indirect Bus Tax: S/L NonTaxes			\$6,273		
Corporate Profits Tax					\$31,331
Personal Tax: Income Tax				\$326,168	
Personal Tax: NonTaxes (Fines- Fees				\$68,148	
Personal Tax: Motor Vehicle License				\$6,250	
Personal Tax: Property Taxes				\$4,637	
Personal Tax: Other Tax (Fish/Hunt)				\$1,664	
Total State and Local Tax	\$27,428	\$0	\$402,878	\$406,868	\$74,880

Table A4-9.
Peekskill: State and Local Tax Impact for Lincoln Visitor's Center (Only)

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$4,107
Social Ins Tax- Employee Contribution	\$921	\$0			
Social Ins Tax- Employer Contribution	\$2,287				
Indirect Bus Tax: Sales Tax			\$14,397		
Indirect Bus Tax: Property Tax			\$18,189		
Indirect Bus Tax: Motor Vehicle Lic			\$191		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$2,570		
Indirect Bus Tax: S/L NonTaxes			\$559		
Corporate Profits Tax					\$2,955
Personal Tax: Income Tax				\$28,238	
Personal Tax: NonTaxes (Fines- Fees				\$5,900	
Personal Tax: Motor Vehicle License				\$541	
Personal Tax: Property Taxes				\$401	
Personal Tax: Other Tax (Fish/Hunt)				\$144	
Total State and Local Tax	\$3,207	\$0	\$35,906	\$35,225	\$7,062
Peekskill					
Sales Tax Revenues					\$745.36
Property Tax Revenues					\$4,487.18
Total Tax Revenues					\$5,232.54
Westchester County					
Sales Tax Revenues					\$2,712

Property Tax Revenues	\$2,167
Total Tax Revenues	\$4,879

Table A4-10.
Westchester County: State and Local Tax Impact for Lincoln Visitor's Center (Only)

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$4,891
Social Ins Tax- Employee Contribution	\$926	\$0			
Social Ins Tax- Employer Contribution	\$2,301				
Indirect Bus Tax: Sales Tax			\$18,872		
Indirect Bus Tax: Property Tax			\$23,844		
Indirect Bus Tax: Motor Vehicle Lic			\$250		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$3,369		
Indirect Bus Tax: S/L NonTaxes			\$733		
Corporate Profits Tax					\$3,519
Personal Tax: Income Tax				\$39,089	
Personal Tax: NonTaxes (Fines- Fees				\$8,167	
Personal Tax: Motor Vehicle License				\$749	
Personal Tax: Property Taxes				\$556	
Personal Tax: Other Tax (Fish/Hunt)				\$199	
Total State and Local Tax	\$3,227	\$0	\$47,068	\$48,760	\$8,411

Table A4-11.
Peekskill: State and Local Tax Impact for Lincoln Plaza and Visitor's Center

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$8,495
Social Ins. Tax: Employee Contribution	\$1,889	\$0			
Social Ins. Tax: Employer Contribution	\$4,693				
Indirect Bus. Tax: Sales Tax			\$29,582		
Indirect Bus. Tax: Property Tax			\$37,375		
Indirect Bus. Tax: Motor Vehicle License			\$392		
Indirect Bus. Tax: Severance Tax			\$0		
Indirect Bus. Tax: Other Taxes			\$5,281		
Indirect Bus. Tax: S/L NonTaxes			\$1,149		
Corporate Profits Tax					\$6,112
Personal Tax: Income Tax				\$57,792	
Personal Tax: NonTaxes (Fines- Fees				\$12,075	
Personal Tax: Motor Vehicle License				\$1,107	
Personal Tax: Property Taxes				\$822	
Personal Tax: Other Tax (Fish/Hunt)				\$295	
Total State and Local Tax	\$6,582	\$0	\$73,779	\$72,090	\$14,608

Peekskill	
Sales Tax Revenues	\$1,531
Property Tax Revenues	\$9,219
Total Tax Revenues	\$10,751
Westchester County	
Sales Tax Revenues	\$5,573
Property Tax Revenues	\$4,452
Total Tax Revenues	\$10,025

Table A4-12.

Westchester County: State and Local Tax Impact for Lincoln Plaza and Visitor's Center

Description	Employee Compensation	Proprietor Income	Indirect Business Tax	Households	Corporations
Dividends					\$10,086
Social Ins. Tax: Employee Contribution	\$1,899	\$0			
Social Ins. Tax: Employer Contribution	\$4,718				
Indirect Bus. Tax: Sales Tax			\$38,725		
Indirect Bus. Tax: Property Tax			\$48,927		
Indirect Bus. Tax: Motor Vehicle License			\$514		
Indirect Bus. Tax: Severance Tax			\$0		
Indirect Bus. Tax: Other Taxes			\$6,913		
Indirect Bus. Tax: S/L NonTaxes			\$1,504		
Corporate Profits Tax					\$7,256
Personal Tax: Income Tax				\$79,966	
Personal Tax: NonTaxes (Fines- Fees				\$16,708	
Personal Tax: Motor Vehicle License				\$1,532	
Personal Tax: Property Taxes				\$1,137	
Personal Tax: Other Tax (Fish/Hunt)				\$408	
Total State and Local Tax	\$6,617	\$0	\$96,583	\$99,751	\$17,342

Peekskill Landing: Tax Impacts

Table A4-13.

Peekskill: State and Local Tax Impacts of Peekskill Landing

Description	Employee Compensation	Proprietor Income	Indirect Business Tax	Households	Corporations
Dividends					\$2,458
Social Ins Tax- Employee Contribution	\$508	\$0			
Social Ins Tax- Employer Contribution	\$1,263				
Indirect Bus Tax: Sales Tax			\$8,058		
Indirect Bus Tax: Property Tax			\$10,181		
Indirect Bus Tax: Motor Vehicle Lic			\$107		
Indirect Bus Tax: Severance Tax			\$0		

Indirect Bus Tax: Other Taxes			\$1,439		
Indirect Bus Tax: S/L NonTaxes			\$313		
Corporate Profits Tax					\$1,768
Personal Tax: Income Tax				\$15,150	
Personal Tax: NonTaxes (Fines- Fees				\$3,165	
Personal Tax: Motor Vehicle License				\$290	
Personal Tax: Property Taxes				\$215	
Personal Tax: Other Tax (Fish/Hunt)				\$77	
Total State and Local Tax	\$1,771	\$0	\$20,097	\$18,898	\$4,227
Peekskill					
Sales Tax Revenues					\$417
Property Tax Revenues					\$2,509
Total Tax Revenues					\$2,926
Westchester County					
Sales Tax Revenues					\$1,518
Property Tax Revenues					\$1,212
Total Tax Revenues					\$2,730

Table A4-14.
Westchester County: State and Local Tax Impacts of Peekskill Landing

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$2,837
Social Ins Tax- Employee Contribution	\$507	\$0			
Social Ins Tax- Employer Contribution	\$1,258				
Indirect Bus Tax: Sales Tax			\$10,413		
Indirect Bus Tax: Property Tax			\$13,157		
Indirect Bus Tax: Motor Vehicle Lic			\$138		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$1,859		
Indirect Bus Tax: S/L NonTaxes			\$404		
Corporate Profits Tax					\$2,041
Personal Tax: Income Tax				\$20,876	
Personal Tax: NonTaxes (Fines- Fees				\$4,362	
Personal Tax: Motor Vehicle License				\$400	
Personal Tax: Property Taxes				\$297	
Personal Tax: Other Tax (Fish/Hunt)				\$107	
Total State and Local Tax	\$1,765	\$0	\$25,972	\$26,041	\$4,879

Riverfront Green South: Tax Impacts

Table A4-15.
Peekskill: State and Local Tax Impacts of Riverfront Green South

<i>Description</i>	<i>Employee</i>	<i>Proprietor</i>	<i>Indirect</i>	<i>Households</i>	<i>Corporations</i>
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	Compensation	Income	Business Tax		
Dividends					\$5,311
Social Ins Tax- Employee Contribution	\$1,098	\$0			
Social Ins Tax- Employer Contribution	\$2,728				
Indirect Bus Tax: Sales Tax			\$17,410		
Indirect Bus Tax: Property Tax			\$21,996		
Indirect Bus Tax: Motor Vehicle Lic			\$231		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$3,108		
Indirect Bus Tax: S/L NonTaxes			\$676		
Corporate Profits Tax					\$3,821
Personal Tax: Income Tax				\$32,732	
Personal Tax: NonTaxes (Fines- Fees				\$6,839	
Personal Tax: Motor Vehicle License				\$627	
Personal Tax: Property Taxes				\$465	
Personal Tax: Other Tax (Fish/Hunt)				\$167	
Total State and Local Tax	\$3,826	\$0	\$43,420	\$40,830	\$9,132
Peekskill					
Sales Tax Revenues					\$901
Property Tax Revenues					\$5,421
Total Tax Revenues					\$6,322
Westchester County					
Sales Tax Revenues					\$3,280
Property Tax Revenues					\$2,618
Total Tax Revenues					\$5,898

Table A4-16.

Westchester County: State and Local Tax Impacts of Riverfront Green South

Description	Employee Compensation	Proprietor Income	Indirect Business Tax	Households	Corporations
Dividends					\$6,130
Social Ins Tax- Employee Contribution	\$1,094	\$0			
Social Ins Tax- Employer Contribution	\$2,718				
Indirect Bus Tax: Sales Tax			\$22,498		
Indirect Bus Tax: Property Tax			\$28,425		
Indirect Bus Tax: Motor Vehicle Lic			\$298		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$4,016		
Indirect Bus Tax: S/L NonTaxes			\$874		
Corporate Profits Tax					\$4,410
Personal Tax: Income Tax				\$45,103	
Personal Tax: NonTaxes (Fines- Fees				\$9,424	
Personal Tax: Motor Vehicle License				\$864	
Personal Tax: Property Taxes				\$641	

Personal Tax: Other Tax (Fish/Hunt)				\$230	
Total State and Local Tax	\$3,813	\$0	\$56,112	\$56,263	\$10,541

Riverfront Green Park: Tax Impacts

Table A4-17. Peekskill: State and Local Tax Impacts of Riverfront Green Park					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$12,145
Social Ins Tax- Employee Contribution	\$2,512	\$0			
Social Ins Tax- Employer Contribution	\$6,239				
Indirect Bus Tax: Sales Tax			\$39,815		
Indirect Bus Tax: Property Tax			\$50,303		
Indirect Bus Tax: Motor Vehicle Lic			\$528		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$7,108		
Indirect Bus Tax: S/L NonTaxes			\$1,546		
Corporate Profits Tax					\$8,738
Personal Tax: Income Tax				\$74,856	
Personal Tax: NonTaxes (Fines- Fees				\$15,640	
Personal Tax: Motor Vehicle License				\$1,434	
Personal Tax: Property Taxes				\$1,064	
Personal Tax: Other Tax (Fish/Hunt)				\$382	
Total State and Local Tax	\$8,751	\$0	\$99,300	\$93,376	\$20,883
Peekskill					
Sales Tax Revenues					\$2,061
Property Tax Revenues					\$12,398
Total Tax Revenues					\$14,460
Westchester County					
Sales Tax Revenues					\$7,501
Property Tax Revenues					\$5,987
Total Tax Revenues					\$13,488

Table A4-18. Westchester County: State and Local Tax Impacts of Riverfront Green Park					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$14,019
Social Ins Tax- Employee Contribution	\$2,503	\$0			
Social Ins Tax- Employer Contribution	\$6,216				
Indirect Bus Tax: Sales Tax			\$51,453		
Indirect Bus Tax: Property Tax			\$65,007		
Indirect Bus Tax: Motor Vehicle Lic			\$682		
Indirect Bus Tax: Severance Tax			\$0		

Indirect Bus Tax: Other Taxes			\$9,185		
Indirect Bus Tax: S/L NonTaxes			\$1,998		
Corporate Profits Tax					\$10,086
Personal Tax: Income Tax				\$103,149	
Personal Tax: NonTaxes (Fines- Fees				\$21,551	
Personal Tax: Motor Vehicle License				\$1,977	
Personal Tax: Property Taxes				\$1,467	
Personal Tax: Other Tax (Fish/Hunt)				\$526	
Total State and Local Tax	\$8,719	\$0	\$128,326	\$128,670	\$24,106

Travis Cove Trail, Lent's Cove Trail, and RESCO Trail: Tax Impacts

Table A4-19. Peekskill: State and Local Tax Impacts of Travis, Lent's, and RESCO Trails					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$6,385
Social Ins Tax- Employee Contribution	\$1,321	\$0			
Social Ins Tax- Employer Contribution	\$3,280				
Indirect Bus Tax: Sales Tax			\$20,932		
Indirect Bus Tax: Property Tax			\$26,447		
Indirect Bus Tax: Motor Vehicle Lic			\$278		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$3,737		
Indirect Bus Tax: S/L NonTaxes			\$813		
Corporate Profits Tax					\$4,594
Personal Tax: Income Tax				\$39,355	
Personal Tax: NonTaxes (Fines- Fees				\$8,223	
Personal Tax: Motor Vehicle License				\$754	
Personal Tax: Property Taxes				\$560	
Personal Tax: Other Tax (Fish/Hunt)				\$201	
Total State and Local Tax	\$4,601	\$0	\$52,207	\$49,092	\$10,979
Peekskill					
Sales Tax Revenues					\$1,083
Property Tax Revenues					\$6,518
Total Tax Revenues					\$7,602
Westchester County					
Sales Tax Revenues					\$3,943
Property Tax Revenues					\$3,148
Total Tax Revenues					\$7,091

Table A4-20. Westchester County: State and Local Tax Impacts of Travis Cove					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>

Dividends					\$7,371
Social Ins Tax- Employee Contribution	\$1,316	\$0			
Social Ins Tax- Employer Contribution	\$3,268				
Indirect Bus Tax: Sales Tax			\$27,051		
Indirect Bus Tax: Property Tax			\$34,177		
Indirect Bus Tax: Motor Vehicle Lic			\$359		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$4,829		
Indirect Bus Tax: S/L NonTaxes			\$1,050		
Corporate Profits Tax					\$5,303
Personal Tax: Income Tax				\$54,230	
Personal Tax: NonTaxes (Fines- Fees				\$11,330	
Personal Tax: Motor Vehicle License				\$1,039	
Personal Tax: Property Taxes				\$771	
Personal Tax: Other Tax (Fish/Hunt)				\$277	
Total State and Local Tax	\$4,584	\$0	\$67,467	\$67,647	\$12,674

Travis Point: Tax Impacts

Table A4-21. Peekskill: State and Local Tax Impacts of Travis Point					
<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$2,690
Social Ins Tax- Employee Contribution	\$556	\$0			
Social Ins Tax- Employer Contribution	\$1,382				
Indirect Bus Tax: Sales Tax			\$8,817		
Indirect Bus Tax: Property Tax			\$11,140		
Indirect Bus Tax: Motor Vehicle Lic			\$117		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$1,574		
Indirect Bus Tax: S/L NonTaxes			\$342		
Corporate Profits Tax					\$1,935
Personal Tax: Income Tax				\$16,578	
Personal Tax: NonTaxes (Fines- Fees				\$3,464	
Personal Tax: Motor Vehicle License				\$318	
Personal Tax: Property Taxes				\$236	
Personal Tax: Other Tax (Fish/Hunt)				\$85	
Total State and Local Tax	\$1,938	\$0	\$21,991	\$20,679	\$4,625
Peekskill					
Sales Tax Revenues					\$456
Property Tax Revenues					\$2,745
Total Tax Revenues					\$3,202
Westchester County					

Sales Tax Revenues	\$1,661
Property Tax Revenues	\$1,326
Total Tax Revenues	\$2,987

Table A4-22.
Westchester County: State and Local Tax Impacts of Travis Point

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$3,105
Social Ins Tax- Employee Contribution	\$554	\$0			
Social Ins Tax- Employer Contribution	\$1,377				
Indirect Bus Tax: Sales Tax			\$11,395		
Indirect Bus Tax: Property Tax			\$14,397		
Indirect Bus Tax: Motor Vehicle Lic			\$151		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$2,034		
Indirect Bus Tax: S/L NonTaxes			\$442		
Corporate Profits Tax					\$2,234
Personal Tax: Income Tax				\$22,843	
Personal Tax: NonTaxes (Fines- Fees				\$4,773	
Personal Tax: Motor Vehicle License				\$438	
Personal Tax: Property Taxes				\$325	
Personal Tax: Other Tax (Fish/Hunt)				\$117	
Total State and Local Tax	\$1,931	\$0	\$28,419	\$28,495	\$5,338

Central Avenue Improvements: Tax Impacts

Table A4-23.
Peekskill: State and Local Tax Impacts of Central Avenue Improvements

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$2,343
Social Ins Tax- Employee Contribution	\$485	\$0			
Social Ins Tax- Employer Contribution	\$1,204				
Indirect Bus Tax: Sales Tax			\$7,681		
Indirect Bus Tax: Property Tax			\$9,704		
Indirect Bus Tax: Motor Vehicle Lic			\$102		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$1,371		
Indirect Bus Tax: S/L NonTaxes			\$298		
Corporate Profits Tax					\$1,686
Personal Tax: Income Tax				\$14,440	
Personal Tax: NonTaxes (Fines- Fees				\$3,017	
Personal Tax: Motor Vehicle License				\$277	
Personal Tax: Property Taxes				\$205	
Personal Tax: Other Tax (Fish/Hunt)				\$74	

Total State and Local Tax	\$1,688	\$0	\$19,156	\$18,013	\$4,029
Peekskill					
Sales Tax Revenues					\$398
Property Tax Revenues					\$2,392
Total Tax Revenues					\$2,789
Westchester County					
Sales Tax Revenues					\$1,447
Property Tax Revenues					\$1,155
Total Tax Revenues					\$2,602

Table A4-24.
Westchester County: State and Local Tax Impacts of Central Avenue Improvements

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$2,704
Social Ins Tax- Employee Contribution	\$483	\$0			
Social Ins Tax- Employer Contribution	\$1,199				
Indirect Bus Tax: Sales Tax			\$9,926		
Indirect Bus Tax: Property Tax			\$12,541		
Indirect Bus Tax: Motor Vehicle Lic			\$132		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$1,772		
Indirect Bus Tax: S/L NonTaxes			\$385		
Corporate Profits Tax					\$1,946
Personal Tax: Income Tax				\$19,899	
Personal Tax: NonTaxes (Fines- Fees				\$4,157	
Personal Tax: Motor Vehicle License				\$381	
Personal Tax: Property Taxes				\$283	
Personal Tax: Other Tax (Fish/Hunt)				\$102	
Total State and Local Tax	\$1,682	\$0	\$24,755	\$24,822	\$4,650

Fleischmann's Pier Renovations: Tax Impacts

Table A4-25.
Peekskill: State and Local Tax Impacts of Fleischmann's Pier

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$4,512
Social Ins Tax- Employee Contribution	\$835	\$0			
Social Ins Tax- Employer Contribution	\$2,074				
Indirect Bus Tax: Sales Tax			\$13,328		
Indirect Bus Tax: Property Tax			\$16,839		
Indirect Bus Tax: Motor Vehicle Lic			\$177		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$2,379		
Indirect Bus Tax: S/L NonTaxes			\$518		
Corporate Profits Tax					\$3,247

Personal Tax: Income Tax				\$23,974	
Personal Tax: NonTaxes (Fines- Fees				\$5,009	
Personal Tax: Motor Vehicle License				\$459	
Personal Tax: Property Taxes				\$341	
Personal Tax: Other Tax (Fish/Hunt)				\$122	
Total State and Local Tax	\$2,909	\$0	\$33,240	\$29,906	\$7,759
Peekskill					
Sales Tax Revenues					\$690
Property Tax Revenues					\$4,147
Total Tax Revenues					\$4,837
Westchester County					
Sales Tax Revenues					\$2,511
Property Tax Revenues					\$2,002
Total Tax Revenues					\$4,513

Table A4-26.
Westchester County: State and Local Tax Impacts of Fleischmann's Pier

<i>Description</i>	<i>Employee Compensation</i>	<i>Proprietor Income</i>	<i>Indirect Business Tax</i>	<i>Households</i>	<i>Corporations</i>
Dividends					\$4,984
Social Ins Tax- Employee Contribution	\$823	\$0			
Social Ins Tax- Employer Contribution	\$2,045				
Indirect Bus Tax: Sales Tax			\$17,080		
Indirect Bus Tax: Property Tax			\$21,580		
Indirect Bus Tax: Motor Vehicle Lic			\$227		
Indirect Bus Tax: Severance Tax			\$0		
Indirect Bus Tax: Other Taxes			\$3,049		
Indirect Bus Tax: S/L NonTaxes			\$663		
Corporate Profits Tax					\$3,586
Personal Tax: Income Tax				\$32,892	
Personal Tax: NonTaxes (Fines- Fees				\$6,872	
Personal Tax: Motor Vehicle License				\$630	
Personal Tax: Property Taxes				\$468	
Personal Tax: Other Tax (Fish/Hunt)				\$168	
Total State and Local Tax	\$2,869	\$0	\$42,599	\$41,030	\$8,570

Appendix 7: Potential Business Attraction Targets Identified through the Economic Impact Analysis

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 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,

NAICS Code	Illustrative Specialty Retail Opportunities	NAICS Code	Illustrative Specialty Retail Opportunities
			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 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

Appendix 8: Summary of Stakeholder Meeting in Response to Draft Plan

10:00AM, Westchester Community College Center for the Digital Arts

June 6th, 2011

Attendees (15)	
Name	E-mail
Anu R. Ailawadhi/WUPK	Anu.ailawadhi@sunywcc.edu
Polly Byers	Pjbkz2mz@aol.com
Bill Powers (Chamber of Commerce, City of Peekskill)	powerspr@optonline.net
Deb Milone (Chamber of Commerce)	dmilone@hvgatewaychamber.com
Bruce S. Prehal (Inn on the Hudson)	bprehal@innonthehudson.com
Bert Tobin (Inn on the Hudson)	btobin@optonline.net
Frank Cimino (Downtown festivals)	frankecimino@aol.com
Leslie Masson (the Peekskill Trolley Company)	l.masson@verizon.net
Judy Ehren	Judith.ehren@nyme.edu
Liz Giegerich (PATCH)	
Lise Crown	Lise.prown@sunywcc.edu
Anthony Ruggiero	aruggiero@cityofpeekskill.com
John Lynch	jlynch@cityofpeekskill.com
John Curren, City Historian	
Joe Studer	

Meeting Agenda 10:00AM-11:30AM
<ol style="list-style-type: none"> 1. Market Analysis Summary 2. Summary of Assets 3. Defining the “Core Idea” of the Strategy 4. Implementation 5. Economic Impact 6. Discussion

The purpose of this meeting was to receive public input concerning the recently completed draft of the Cultural Heritage Tourism Strategic Plan. Peter Fairweather initiated the meeting by describing the agenda: he will give a brief presentation outlining the major conclusions of the plan and the strategic planning process, and then will open up the meeting to a general question/comment session.

Peter Fairweather's presentation began with the identification of Peekskill's cultural heritage tourism market (Passionate, Well-rounded and Keeping it Light travelers) and an overview of the tourism assets in the City. Joe Studer (City of Peekskill) amended the attractions list, stating that the Boatworks project is expanding rapidly, and will have a governing not-for-profit, a permanent location, and the potential to create a community boat house. He also added that a tour-boat operator has decided to relocate to Peekskill, and that the concept of a maritime interpretive center/museum is under serious discussion. This speaks to the continually evolving, dynamic nature of tourism opportunities in Peekskill. Bert Tobin (Inn on the Hudson) asked if there had been some kind of "baseline" established for the attractions, which would better allow the City to measure the success of their tourism efforts—a success quotient? Peter Fairweather responded that there were no individual business surveys conducted, but that the figures in the plan are based on regional tourism spending trends and the potential surrounding market area.

The presentation also included the development process of the core idea. It was emphasized that the tagline "Surprising Peekskill" is not as significant as the underlying idea, which is to emphasize the diversity, dynamism, and fun of Peekskill. The specific implementation of the strategy was also briefly outlined, resulting in numerous comments and questions. Joe Studer commented that Peekskill is already developing a close relationship with the Director for Westchester County Tourism, and has even been involved with New York City tourism efforts. Frank Cimino (Downtown Festivals) stated that there has recently been a marketing committee created in Peekskill that has also come to the conclusion that a calendar of events is necessary. They are beginning to develop one that will be publicly available online and actively promoted. There were also some questions about the "signature events" identified in the plan; Peter Fairweather emphasized that Peekskill already has many annual events, and that the signature events are additional ideas that would strengthen the image of Peekskill and relate to its history. It was added that major events are becoming increasingly competitive, and it is important that additional events be very specific to Peekskill.

There was also a question about the role of the consultant, which would be to implement, coordinate and evaluate the strategic plan. Bert Tobin asked for clarification on how Peekskill could physically measure new visitors. Peter Fairweather responded that each event should provide an estimate of their attendance, web activity should be monitored, and vacancy rates at hotels should also be measured. Deb Milone (Chamber of Commerce) stated that she is already receiving frequent tourism inquiries, and that the Chamber of Commerce needs a single location to refer tourists to. John Curren (City Historian) noted that the plan does not clearly integrate the Business Improvement District and the Chamber of Commerce, which are already working on tourism issues. Additionally, could the BID be the hiring entity for the consultant? Peter Fairweather agreed that coordination with the BID and Chamber should be

made clearer, and that the hiring of the consultant is a policy-related issue to be decided at a later point in the process.

The presentation of the project budget resulted in a similarly active discussion. Bruce Prehal (Inn on the Hudson) commented that the consultant fee described in the report is very high, as is the overall financial input from the City. How will it be paid for? Would it raise taxes? Peter Fairweather indicated that it was a more complex interaction, but a tax increase may be possible. Joe Studer commented that the overall economic impact analysis seemed incorrect to him. The financial benefit to the City should be much larger, if they were to attract 50,000 new visitors. In the projection, when would the City see real revenue generation? Peter Fairweather stated that these estimates are intentionally conservative, and reviewed the modeling process, beginning with the (low) spending assumptions per tourist. Bruce Prehal questioned these numbers, and it was explained that the spending is an average of day-trip only tourists and overnight stays, resulting in very low lodging and meal averages. It was also noted that, while total sales tax generation may be very high, Peekskill only receives a very small percentage of that tax (as compared to the state and county).

The question then became: If these fiscal projections are accurate, then what is the real value of the plan for the municipality? Peter Fairweather stated that the primary benefit would be to maintain and increase property value in Peekskill. Individual businesses would see an obvious increase in revenue. Additionally, the fiscal estimates do *not* project any new businesses arriving in Peekskill as a result of the tourism strategy, or any growth in the residential population. But there would certainly be the opportunities for new businesses to be attracted to Peekskill as a result of the plan. Peter Fairweather then discussed the areas of potential growth in Peekskill (lodging, arts/recreation, and specialty retail). Bert Tobin felt that it was inaccurate to claim that there was room for growth in the lodging sector, because the Inn on the Hudson frequently struggles to fill its rooms as it is. To support hotel expansion, there would have to be some kind of guaranteed growth. Polly Byers commented that these spending estimates are based on 2006 numbers (inflated to 2009 rates), and could not accurately reflect the tourist spending reduction that resulted from the economic crash. Peter Fairweather noted that this may be valid, but that \$5/gallon gas may actually become an advantage for Peekskill tourism (instead of long road trips, people are able to take a train north). Joe Studer agreed that Metro North was an excellent resource.

The conversation then moved on from a purely fiscal analysis to more general commentary. Joe Studer felt that the major value of the plan is not fiscal at all—but that it would give Peekskill a positive, singular focus for its tourism efforts. Bert Tobin agreed that the plan is more about redefining Peekskill and giving the municipality and local businesses a focused way to tap into emerging tourist trends. John Lynch (City of Peekskill) asked if it would be worthwhile for Peekskill to collaborate with New York City tourism agencies, in addition to Westchester County. Peter Fairweather agreed that New York City is an invaluable market, but the best and most fiscally efficient method of reaching them is to “piggyback” on existing County efforts. Joe Studer discussed the growth of river-based tourism and Peekskill’s particular maritime advantages. Bruce Prehal agreed, and added that he believes the focus should be on waterfront commercialization and larger-scale attractions, because museums and restaurants are

insufficient attractions. Deb Milone disagreed. She believes that many tourists are already drawn to the “quaint” downtown area and drive farther than you would assume, just for restaurants and shopping. Prehal insisted that the Paramount was the significant “brand” of the Downtown. Peter Fairweather reminded the group that some tourist groups are more interested in mountain biking or kayaking than the Paramount. Polly Byers was concerned that there would be significant community pushback resulting from this plan—there are plenty of residents who prefer Peekskill exactly the way it is, and dislike the idea of attracting more tourism. Additionally, she asked: Most of Peekskill’s attractions that are heavily cultural/heritage related are identified as being in poor condition—where will the money come from to support such major development projects? Peter Fairweather agreed, and explained that the plan addresses this by focusing first on Well-Rounded and Keeping it Light travelers (rather than Passionate). The first investments are major events, rather than revitalization projects for specific attractions. Later, if the events prove successful, there may be more serious development investments. It is also possible that “signature” events would help to raise the profile of Peekskill for potential business donors and state/federal grants. Joe Studer added that this is really a “minimal change” plan, rather than a large-scale development plan. It should encourage smart growth, and bring tourists without expanding the City population. Bert Tobin also asked if there was a subset of the implementation plan that would be the least input for the most return—Peter Fairweather returned to the idea that the plan already focuses on events rather than infrastructure.

Peter Fairweather concluded the session by thanking everyone for their participation and explaining the next steps in the process. The comments received during this meeting will be considered and adjustments will be made to the strategic plan. Following this, a final version will be submitted to the Council.

Appendix 9: Native American Presence in Peekskill

Peekskill, among the greater Hudson Valley area, has inherited a rich historical legacy left by the Native American populations which once inhabited the region. Its strategic location, bordering both the Hudson River and Annsville Creek, made Peekskill a key trading post and site of early interactions between the Native Americans and Europeans ("The Origin of Peekskill"). Such a heritage adds to the social/cultural historical assets in Peekskill's inventory. The Passionate Cultural Heritage Traveler is the most likely tourist to be interested in the Native American history that Peekskill has to offer.

The natives of the Kitchawank tribe, part of the greater tribe of the Mohicans (meaning "from the waters that are never still") ("Mohican Language and the Mohican Indian Nation"), were the first peoples to reside in Peekskill or the land they referred to as "Sachus". As the earliest settlers of the land, the Kitchawanks hunted in Blue Mountain and caught oysters and clams in the surrounding Hudson River and creeks. Dutch settlers began exploring up the Hudson Valley region in the 17th century. Among them was Jan Peek who established a trading post in 1654 at Annsville Creek, known to the natives as Acquasinnick, and eventually referred to as Peek's Kill, meaning Peek's Creek in Dutch. Blue Rock, near Annsville Creek, became a central location of trade and interaction between the natives and Jan Peek and is considered to be the site of Peekskill birth ("The Origin of Peekskill").

Ultimately, the harmonious relations which existed through mutual trade between the natives and Dutch settlers deteriorated as the Dutch expanded and British settlers arrived. The Mohican tribe, like similar tribes across New York State, were ravaged by both war and disease and eventually forced to give up their lands and move ("Mohican Language and the Mohican Indian Nation"). In 1685, the native population in Peekskill signed over 1,800 acres of land to Richard "Ryke" Abramson and five other men in a deed referred to as Ryck's Patent ("Ryck's Patent"). The patent included land from Annsville Creek south to Verplank's Point and east to Yorktown Heights. The original natives of Peekskill, along with the rest of the Mohican tribe inhabiting eastern New York, eventually relocated to Stockbridge, Massachusetts and were later forced to move West with the Delaware tribe of southern New York where they joined the Munsee Indians in Wisconsin. The Delaware tribe later relocated to Oklahoma with the Lenapes ("Mohican Language and the Mohican Indian Nation").

Though the Mohican tribe currently resides Wisconsin, the influence and presence of the Mohicans in Peekskill can still be experienced by interested tourists. As a first resource, the Peekskill Museum has a collection of flint arrowheads found within the Blue Mountain area which are thought to have been used by the natives while hunting ("The Origin of Peekskill"). The more adventurous tourist (including Well-rounded Active Cultural Heritage travelers) might be interested in exploring Blue Mountain and Annsville Creek, sites of hunting and trade for the natives and landmark locations of the settlement of Peekskill by Jan Peek and the Dutch ("The Origin of Peekskill").

Though Peekskill's native past is historically present, tourists might find that the resources to experience the Mohican history in Peekskill are somewhat limited. It suggested that several initiatives towards the

development of this historic asset take place. One such enterprise could include the expansion of the current exhibits at the Peekskill Museum to include, for example, relevant historical archives such as Ryck's Patent which is currently housed by the Westchester County Archives ("Ryck's Patent"). Establishing ties between the Peekskill Museum and other museum exhibits, such as the Lenape Exhibit at Ellis Island (Oestreicher) could also be beneficial in the way of creating similar exhibits in Peekskill and potential borrowing exhibit material on inter-museum loan basis.

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